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ABSTRACT

Designed to identify the strengths, weaknesses, and effects of California's Family Farm Program, an umbrella structure composed of four distinct but interrelated organizations (the Family Farm Council, the Central Information Service located at the University of California-Davis, Hartnell College Family Farm Resource Center at Salinas, and Kings River College Family Farm Resource Center at Reedley), this first-year report for 1980-1981 covers activities and events of the different organizations which make up the overall program. Part I of the evaluation provides an overview of the Family Farm Program structure and components, and the methodology and sources of data gathered for the report. Part II deals with the background, goals, and functions of the Family Farm Council. Part III discusses the Central Information Service. Parts IV and V are in-depth reports and assessments of activities at the two Family Farm Resource Centers at Kings River College and Hartnell College, respectively. Part IV presents a general summary for each program component and concludes that although it is necessary to continue to question the efficacy of the Family Farm Program, it should be recognized that the program is experimental. (Author/CM)

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Evaluation Report of the Family Farm Program: 1980-1981

First Year Report

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July 21, 1981

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TABLE OF CONTENTS

I. Introduction 1

II. Family Farm Council. 4

- A. Purpose and Goals. 5
- B. Background 7
- C. A Chronology of Council Activity 8
- D. An Assessment of the Family Farm Council 15

III. Central Information Service. 21

- A. Institutionalization of CIS. 22
- B. Acquisition and Dissemination of Information 24
- C. Materials Development. 25
- D. Other CIS Services 28
- E. Conclusions. 30

IV. Kings River Family Farm Resource Center. 34

- A. Materials Development and Service Delivery 36
  - 1. Radio and Television Information Dissemination Program . . . 36
  - 2. Direct Training and Instructional Services 41
  - 3. Agronomist Component 51
  - 4. Materials Development. 53
- B. College Support. 57
- C. Conclusions. 61

V. Hartnell Family Farm Resource Center 72

- A. Facilitating Coordination. 72
  - 1. Advisory Committee 73
- B. Materials Development and Service Delivery 75
  - 1. Informational and Technical Materials Production 75
  - 2. Radio Program Materials. 79
  - 3. Direct Training and Instructional Services 83
    - 3.1 Training for the English-Speaking Farmers. 84
    - 3.2 Training for the Spanish-Speaking Farmers. 87
  - 4. Computer Software 99

TABLE OF CONTENTS (CONT'D)

C. Other Resource Center Activities 101
D. Agronomist Field Contacts. 101
E. College Support. 104
F. Conclusions. 105

VI. Summary and Conclusions. 112

A. Family Farm Council. 112
B. Central Information Service. 119
C. Kings River Family Farm Resource Center. 121
D. Hartnell Family Farm Resource Center 129
E. A Final Observation. 136

ACRONYMS USED IN REPORT

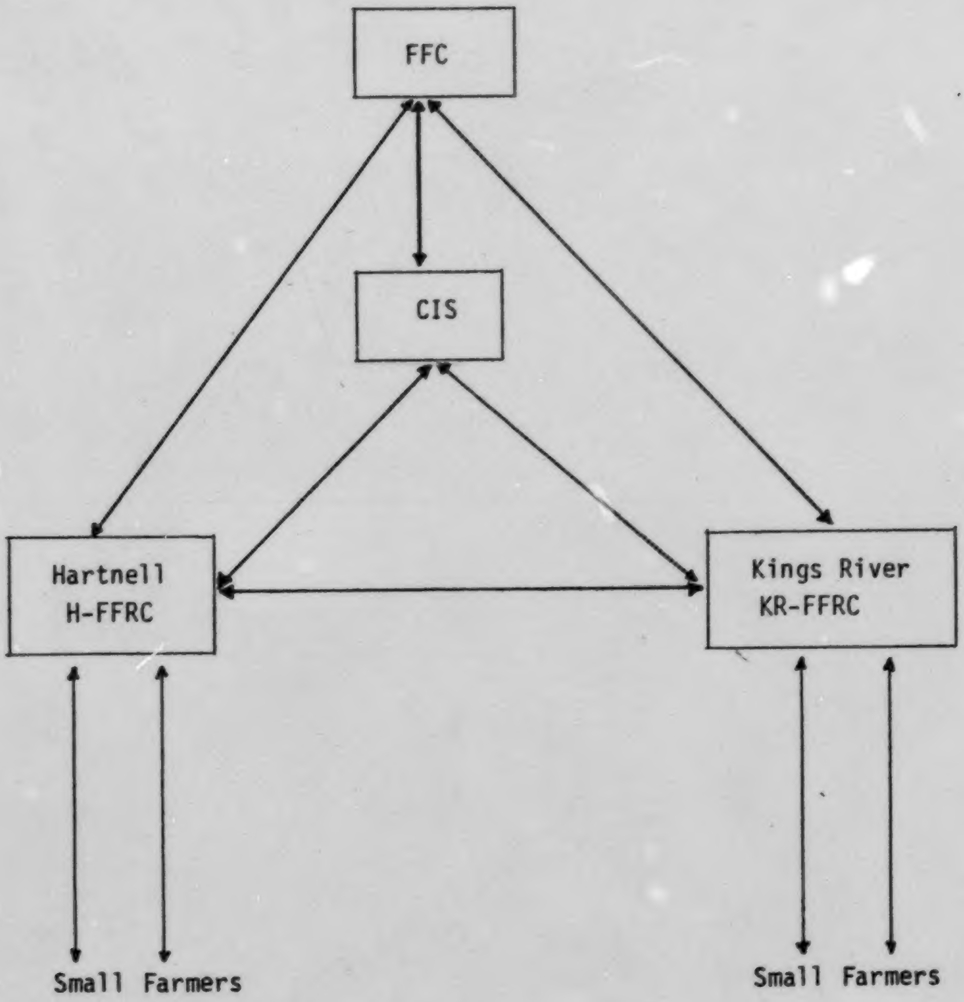
CCCDC	(Central Coast Counties Development Corporation)
CIS	(Central Information Service)
FFC	(Family Farm Council)
FTC	(Fresno Training Commission)
H-FFRC	(Hartnell Family Farm Resource Center)
KUBO	(Bilingual Radio Station in Salinas)
KR-FFRC	(Kings River Family Farm Resource Center)
SFC	(Small Farm Center)
TAP	(Technical Assistance Program)
UCCE	(University of California Cooperative Extension)

I. INTRODUCTION

This is the first-year evaluation report of the Family Farm Program (formerly the Small Farm Information Access Program). The overall purpose of the evaluation is the identification of the strengths, weaknesses, and effects of the program as it develops, which will permit improvement in program performance and provide information useful in determining the focus of ongoing activities. To this end, the evaluation has gathered information describing the program, its implementation, and the institutional and community situations within which the program functions. The emphasis has been on identifying the forces which have shaped the program and the reasons for the program's ability or inability to function as envisioned.

The scope of this first-year report covers activities and events of the different organizations which make up the overall Family Farm Program (FFP). The program is an umbrella structure comprised of four distinct but interrelated organizations: the Family Farm Council (FFC) (formerly the Small Farm Information Access Council); the Central Information Service (CIS) located at the University of California, Davis; Hartnell College Family Farm Resource Center (H-FFRC); and Kings River College Family Farm Resource Center (KR-FFRC). (Figure 1 diagrams the relationships among these units.) Although each organization functions as an independent component within the greater Family Farm Program, their structural interrelationship fosters complementarity and coordination among the different organizations.

Figure 1. Structure of the Family Farm Program


FFC
CIS
Hartnell
H-FFRC
Kings River
KR-FFRC
Small Farmers
Small Farmers

This structural complementarity implies a division of tasks among the four organizations comprising the FFP. The Family Farm Council, for example, is the organization most directly associated with establishing general policies and guidelines as well as conceptualizing the overall program structure. The primary responsibility of CIS is to act as a bank for the collection, storage, and dissemination of information pertinent to family farms. The services of CIS are made available to the Family Farm Resource Centers, Council member institutions, and other interested organizations that work with family farmers. The FFRCs function as the local organizations developing and coordinating the information delivered to family farmers at the local level. They coordinate family farm service(s), conduct short courses and other educational programs, prepare information and learning materials, and facilitate access by family farmers to CIS.

This evaluation was conducted under a CETA contract to Juárez and Associates and was initiated in the summer of 1980. Data for this report were gathered through site visitations, focused observations, interviews, and reviews of written documents. The evaluators visited each site throughout the year and attended Council meetings monthly. During these data collection activities, Council members, staff, and administrators at the colleges, as well as participating farmers, were interviewed about their perceptions and level of satisfaction with the various program components and the services provided. In addition, interviews were conducted with the personnel of key agencies in the area serving small farmers.

Other methods of data collection utilized focused observation techniques and review of written documents. Settings for the observations were primarily classrooms and meetings in process. A variety of written documents were also analyzed, including meeting minutes, funding proposals, records kept by program personnel, curricular and instructional materials, documents associated with the program, and so on.

This first year report consists of six parts. Part I is a general introduction which provides a brief overview of the Family Farm Program structure and components and the methodology and sources of data gathered for the report. Part II deals more specifically with the background, goals, and functions of the council. Part III discusses the Central Information Service. Parts IV and V are in-depth reports and assessments of activities at the two Family Farm Resource Centers at Kings River and Community Colleges, respectively. Part VI presents a general summary and conclusion.

II. FAMILY FARM COUNCIL

The Family Farm Council is an unincorporated state-level coordinating council made up of 17 representatives from approximately 15 public and private agencies that fund or operate training and technical assistance programs for small-scale farmers in the State of California. The Council was organized on April 27, 1979, and is the culmination of several years' effort to examine options for improving the information and training services offered to small-scale farmers in the state. Through CETA and, to a more limited extent, CWETA support, the Council set up a structure that might eventually implement a comprehensive service delivery system capable of attending to family farmers, with special emphasis on approximately 35,000 farmers who have low incomes.

A. Purpose and Goals

The purpose of the Council is to support and promote the economic viability of family farms, to facilitate and coordinate access to information and other resources, and to advocate for family farms. This purpose is addressed through the following long-range goals: (1) facilitating the transition of salaried farm workers into viable self-employment as small farmers through organized training programs and the dissemination of information on relevant farming practices; (2) increasing the access of family farmers to information that is essential to carrying on a successful farm business; and (3) stabilizing the economic situation of present self-employed family farmers and promoting the generation of new jobs through self-employment in agriculture. The achievement of these long-term objectives are to be measured through increases in family farm income, increased crop yields, an increase in the net worth of small farms, increased access to credit, reduced dependence on nonfarm income, and changes in land ownership patterns.

The short-range goals include the following:

Goal I: Increase family farmers' access to information and other resources in response to their identified needs.

Objectives:

1. To support and strengthen the existing programs of Council members and other similar institutions that deliver information and other resource services to family farmers.

2. To assist local institutions to initiate new programs that address the unmet needs of family farms.

3. To work with CIS and local institutions to increase family farmers' awareness of available information and other resources.

Goal II: Improve the coordination among Council members and other similar institutions that work with family farmers.

Objectives:

1. To establish mechanisms for the exchange of information and the discussion of issues relative to family farm programs among members and other similar institutions.

2. To assist agencies at the local level to better coordinate their programs for family farmers.

3. To promote better coordination of local resources with those available at the state and federal levels.

Goal III: Expand the understanding of policy makers and the general public regarding family farm issues.

Objectives:

1. To identify and clarify policy issues of importance to family farmers.

2. To promote an open dialog among family farmers, policy decision makers, and others regarding these issues.

3. To develop position statements about these issues, when appropriate.

4. To disseminate information regarding these issues and policy positions to decision makers and the general public.

B. Background

During the 1960s and early 1970s, rural community action programs, with federal and state support, were initiated in California. A number of individuals who are currently active members in the Council and who have provided leadership in its formation and activities were involved in these early projects. As rural development received increased visibility, especially among the Spanish speaking in the Central Valley and the coastal counties, these individuals explored ways to bring attention to the plight of limited resource small farmers.

In 1976, under Community Services Administration sponsorship in the California Employment Development Department (EDD), a study known as the Small Farm Viability Project was initiated and carried out by some of these same individuals. The Viability Project responded to concerns about rural employment and underemployment and sought ways to protect and increase self-employment in agriculture. It was also concerned with improving rural income, fostering economic development, and enhancing the quality of farm life. A number of task forces, with broad membership, were established in 1976 around the issues of technology, natural resources, finance, training, marketing, and community services.

Although it was hoped that the Viability Project report issued in December 1977 would lead to executive and legislative action in California to create a rural development corporation to enhance the viability of family farms, it has not yet done so. The Viability Project did, however, result in bringing attention to family farm issues and it fostered a greater communication among those who were working in rural development. In addition, because of the involvement of CETA and EDD, the

Viability Project assisted in focusing the attention of federal and state agencies on small-scale farming issues. Overall, the Viability Project produced an analysis of small-scale farming issues and proposals for directing small farm assistance programs. Some of these suggestions led to the placement of bilingual small farm specialists in several state and federal agencies and the publication of a resource book identifying brokers for the use of small farmers. In addition, the Small Farm Viability Project, especially the work of the training task force, can be linked directly with the creation of the Small Farm Information Access Council, now known as the Family Farm Council. It was through this link that the Viability Project was able to strengthen CETA involvement in the funding of small farm projects.

C. A Chronology of Council Activity

The Small Farm Information Access Council was formed at a meeting held in Asilomar in April 1979. Many of the individuals who were invited to attend this meeting were the same persons mentioned above who had been working through CETA-supported individual farm training programs or farmer cooperatives between 1977 and 1979. Others held positions as farm advisers or community development specialists with the University of California Cooperative Extension Service or were instructors in community colleges or staff members in other county, state, or federal offices concerned with rural development and agriculture. As might be expected, this was not the first time many of these individuals came together. For example, there had been a meeting of several of them to discuss extension work, organized by a staff member of UC Extension in Santa Maria, in November 1978 and another organized by CETA in Riverside in December 1978. The sponsorship of and legitimacy for the Asilomar meeting provided by CETA and EDD, however, made that meeting especially significant.

In retrospect, therefore, it is relevant to highlight some of the forces which led to the creation of the Council. It is important, for example, to note that in the 1970s both federal and state governments had expressed interest, through funding and program planning, in small farm viability as part of rural development, and by 1977 CETA became a major funder of such activity. This funding and program activity fostered a cohesion among a group of individuals in a defined geographical area who could regularly share their interests and concerns. The result was not only several close personal friendships based on mutual respect but jobs through government funds for people who had a common commitment to the viability of small farms, especially among the Spanish speaking. Hence, it was the initial federal and state support begun more than a decade earlier and the dedication of a particular group of people that were major contributors to the formation of the Council. Especially noteworthy through the fall of 1980 were the individuals employed in CETA and EDD, whose leadership often provided the catalyst to rural development efforts and who were responsible for funding rural development programs and funding and organizaing the Asilomar meeting.

Many other factors also contributed to the Council's formation. Often mentioned was the rapport established by the CETA and EDD representatives through 1980 with the individuals who worked in agencies concerned with rural development. Another factor was the funding knowledge which many individuals who came to the CETA-initiated Asilomar meeting brought with them. Additionally, many of the individuals attending the meeting had received or were receiving CETA funds, and it was logical that they would be most interested in shaping or learning of new directions in CETA programs. Finally, some suggest that individuals went to Asilomar to ensure that their own programs would be left intact and untouched by avoiding competition from new initiatives by other programs.

From the very beginning, the individuals who were involved in the formation of the Council sought to propose a small farm project for CETA funding. At the meeting held in December 1978 in Riverside, for example, the project was referred to as an "Open Access Delivery System" with emphasis on instructional materials and providing information to small farmers. The Asilomar meeting in April 1979, however, was the principal meeting for the conceptualization of the proposal. At that meeting a CETA consultant provided a framework for a model program, the Council was created, and a subcommittee was formed to develop a statement of purpose. For the next several meetings attention was directed primarily to the preparation of the proposal and to the organizational development of the Council itself. Issues discussed early on were the selection of a chairperson, criteria for the admission of new members, and the overall development of the Council and the Open Access System. By the August 1979 meeting in San Diego, the model was well formulated, with the Central Information Service and Family Farm Resource Center components identified. At that meeting an initial draft proposal was reviewed and three subcommittees were formed. These subcommittees were concerned with Council by-laws, the development of an evaluation plan, and the preparation of a presentation to UC Extension. At that meeting membership was again discussed, as was the need for an executive director or secretary of the Council. At the September 1979 meeting in Salinas, discussion focused almost exclusively on internal issues of the Council, including by-laws, the CETA proposal, and continued conceptualization of the Open Access System and its components. In addition, an Institutional Policy Oversight Committee was created to keep the Council alert to the effect of various institutional policies on small farmers. By the end of the September 1979 meeting, the sites for the Resource Centers and CIS had been selected, and the CETA proposal was moving forward.

In October 1979, the proposals from the two Resource Centers and CIS were reviewed at a meeting in Sacramento and suggestions were made for revisions. Also discussed at that meeting were other items related to the maintenance of the Council. These included the name of the Council, materials development, evaluation, by-laws, and the preparations for an upcoming meeting of the Council and UC Extension at Davis. However, one item transcended internal Council organizational business. It concerned a request to the Fresno Employment Training Commission (FETC) to continue funding a project known as the Technical Assistance Program in the Fresno area. Eventually, FETC did fund this technical assistance activity and it became a part of the Kings River Resource Center.

The November 1979 meeting was held at UC Davis. The meeting's early session was concerned with formalizing a draft of the Council's by-laws, Council membership procedures, selection of pass-through agencies for the projected CETA funds, the need for materials development, and so on. There was also one issue related directly to small farmers that was discussed at the early session -- an upcoming hearing by the Secretary of Agriculture in Fresno on small farm issues, for which several Council members were asked to submit statements. The second session of the November meeting was held in the UC Davis Faculty Club where an audiovisual presentation prepared by the Council was shared with UC Extension and UC Cooperative Extension administrators. The presentation included an overview of small farm issues and the projected goals of the Council.

From the Salinas meeting of January 1980 through the San Luis Obispo meeting of January 1981, the Council met eight times. Much of the attention of the members was still devoted to internal affairs. These can be categorized into several sets of issues. First, there were issues concerning purpose, by-laws, incorporation, membership, evaluation, personnel, and so on. These issues consumed the greatest amount of time as the Council was attempting to identify its mission and reach consensus on the principles that would guide its activities. Second, the Council monitored the progress made by the two Resource Centers at Kings River and Hartnell. Because Hartnell had received its CETA funding in the winter and Kings River in the summer of 1980, the center directors, who were also members of the Council, prepared reports on activities and problems associated with the centers.

The third major issue of concern to the Council was the funding of the various program components. Both CETA and CWETA negotiations were ongoing during the 1980 calendar year. By December 1980, all of the components of the program had received the sought-after funds. The fourth set of issues concerned what Council members refer to as policy matters. In contradistinction to the other three items, this area did not attend to housekeeping or internal matters but instead looked at constraints affecting agricultural practice among small farmers. During the 1980 period, for example, the following policy issues were on the Council agenda: U.S. and UC/Giannini Foundation policy on specialty crop imports from Mexico; U.S. oil and energy allocation policies relating to small farmers; FmHA's farm loan program; personnel management; state regulation of marketing; bilingual farm adviser positions; and minicorps and 4-H club activities. These policy issues were often discussed at the Council meetings, sometimes following a presentation by an outside guest and other times following a report by a Council ad hoc committee.

Between January and July 1981, the basic pattern of the agenda for the five Council meetings held remained much the same as in 1980, with even more attention directed to internal matters. This emphasis on Council housekeeping was due to several factors. First, CETA leadership changed and the support personnel who had worked with the Council was assigned elsewhere. This was a major blow to the program and left an administrative void in the Council that had to be filled by Council personnel, principally the new executive secretary. Second, both an executive secretary and a director of CIS were appointed. The personnel recruitment process as well as the change in Council leadership following the appointments raised many of the same membership, purpose, and by-laws issues that had absorbed the Council's interest during its first year. Third, an interim evaluation report was circulated which caused the Council membership to reconsider some of its goals and practices. Fourth, the Council was undergoing some changes in membership; two to three new individuals were brought in and three to four long-standing members were either departing or not attending meetings on a regular basis. Finally, there was a major crisis in the relationships between the two Resource Centers and CWETA relative to funding and program expectations. In effect, CWETA's inability to cope with the Resource Centers' avowed need for flexibility in course scheduling, identifying appropriate farmer clientele, and the like led to both Resource Centers threatening to withdraw, and in one case actually withdrawing, from CWETA sponsorship.

Among the highlights of the agenda items dealt with by the Council during this early 1981 period, several are worthy of mention. The term identifying the clientele was changed from small farmer to family farmer and the reference to information access was dropped. This change was made because the Council felt that, politically, more legitimacy could be secured for the Council if the name reflected the current agricultural rhetoric used in Washington and Sacramento. There were also changes made in the by-laws, and discussions continued on questions of purpose, goals, and activities. One outcome of these discussions was a shift away from a near-exclusive concern for the Spanish speaking to low-resource farmers from all ethnic backgrounds. Another change in the Council was the use of an executive secretary and an executive committee to handle both more routine and more sensitive Council matters and to bring recommendations to the full Council.

As to policy issues during the first six months of 1981, the Council expressed its concern to the CETA director about CETA's new emphasis on urban rather than rural concerns. Letters were written to FMHA about its loan criteria for low-resource farms and to DOE regarding its policies in the purchase of gasoline in bulk by part-time farmers. Policy discussions continued to receive less attention than the more day-to-day maintenance and problem-solving issues associated with the Council, CIS, and the two Resource Centers.

D. An Assessment of the Family Farm Council

Overall, the Council has been an effective decision-making body. Its leadership, old and new, has sought consensus on most issues, and, except for some recent healthy dissent, rapport and mutual respect continue to characterize its membership. Hence, most business has been conducted amicably and, for the most part, productively. This is especially the case with matters internal to the Council, which to date have occupied its primary attention.

The Council has been a somewhat less effective policy-making body. Because it has not been involved with broader policy issues to any great extent, it has not acted very decisively on many matters. The Council's attention to policy-making issues has increased with time, but such issues have seldom been of primary concern. Much of the action taken at meetings on many of the policy issues related to family farmers might be characterized as prudent. It has not been uncommon for the Council to instruct its chairperson or executive secretary to draft a letter to a targeted agency, for example, rather than to engage in more active lobbying or cooperative class action with other agencies or groups.

Throughout 1980, the effective conduct of Council business, whether internal or policy oriented, appeared to be the result not only of the leadership and general membership of the Council but of the considerable organizational and administrative skill of the CETA representative. It was this individual, more than any other, who ensured continuity through taking and circulating minutes, arranging meetings, and preparing an agenda that reflected not only the membership but anticipated areas in need of attention. Although the CETA representative in late 1980 assumed less responsibility in these capacities, much of the first-year success, including planning the Asilomar meeting and running interference with CETA and CWETA, inevitably rested with that individual's commitment and ability. When CETA leadership changed, the individual assigned to the Family Farm Project was reassigned. The reason for the reassignment was never made clear, but it apparently was due to the amount of time the person spent on the program. As this move coincided with the hiring of an executive secretary for the Council, many of the administrative duties passed to him and now probably occupy about 50 to 70 percent of his time.

Although the fact that the Council exists, is funded, and has conducted business and made decisions for more than a year and a half attests to its viability, there are issues which continue to pose difficulties. Recently, the Council took action on several of these issues. For example, it broadened the definition of its clientele from an emphasis on the Spanish speaking to all family farmers who have limited opportunities because of resources or background. The Council also addressed the issue of its own membership by limiting the number of individuals on the Council to 20, with a maximum of three each from the State university system, community colleges, community private organizations, and the University of California. The remainder will come from other organizations, with a maximum of three from any single agency. This will enable representation from family farmers, representation that has been discussed often among Council members. A final example of Council action concerns the purpose and goals of the Council, which have also been revised after lengthy discussion.

There are other issues, however, that still need attention. Some say that if information delivery is to be a central mission, it is not clear why college courses appear to be the dominant means of delivery adopted so far. They suggest that family farmers are inhibited by colleges as institutions and that colleges are too prone to offer courses that are pedagogically or substantively remote from the family farmer's interests and needs. Relative to the colleges, there is confusion as to the role of the Council in establishing policy for the Resource Centers. Perhaps, say some, the Council should not make Resource Center policy and therefore should not be expected to shape the activities of any of the program units, but simply provide an opportunity for individuals with similar interests to occasionally meet and share information. Others, however, given experiences with the two centers and the constraints under which they operate, suggest that the Council should take a more dynamic and forceful role in shaping Resource Center policy. An apparently agreed upon but yet to be implemented point of view is that the Resource Centers should be mobile rather than stationary, thereby coordinating existing resources in the area rather than protecting the vested interests of any given institution.

Another issue concerns the Council's role in attending to agricultural policy that affects family farmers. Some Council members remain frustrated that the Council has not been able to deal more effectively and consistently with such issues. One explanation for the lack of focused attention on policy matters by most Council members relates to the motives underlying membership in the Council. For many if not most Council members, the Council does not represent a catalyst for policy analysis or change. Instead, it represents an opportunity to share knowledge of activities, foster friendships, and maintain the status quo. This explanation for the Council's lack of attention to policy issues makes sense when seen in relation to the Council's internal affairs which constitute its major preoccupation. Such housekeeping activities are important because many Council members are dependent directly or indirectly on CETA funding for either their employment or for the programs that they participate in. Likewise, membership in the Council provides legitimacy to their employment and activity. Thus, it is not surprising that the Council has not been a major source of policy ideas as it struggles to keep itself and its various components alive and functioning. A period of tranquility, security, and continuity will be needed if the Council is to be able to attend systematically to policy issues. Even then it will be able to do so only if it can structure the Council's total activities into clear priority areas and utilize both ad hoc committees and a tightly monitored agenda as part of its operations.

Another issue concerns the role of the executive secretary, who reports to the Council but is salaried by UC Cooperative Extension. Because of the skills of the secretary and the wide acceptance and respect of the Council members that he enjoys, he has been able to deal with the potential conflicts that such a structure presents. Nevertheless, it would be worthwhile to clarify the Council's decision-making structure so that problems of authority, responsibility, and accountability can be avoided. Questions have also been raised as to how the executive secretary spends his time. Some Council members believe that he should not be so involved in assisting and monitoring the Resource Center components and be more attentive to policy issues. Although few would argue with such a position, there is a clear need for someone to carry out administrative matters, especially in light of the reassignment of the CETA representative. At the same time, it is possible that the executive secretary has been overly attentive to such Council administrative matters and needs to reassess his own priorities.

Overall, what can be said about the Council's achievement to date relative to its stated purpose and goals? As to supporting and promoting the economic viability of family farms or advocating for family farms, there is little evidence of much accomplishment. Some of the reasons have already been mentioned, especially the status quo motives of many Council members. An additional reason rests with CETA and its leadership. At a time when continuity and stability were needed in the Family Farm Program, from December 1980 to Spring 1981, CETA appeared to do little to support the Council or its components. CETA's urban and rural priorities were not clear, and CETA personnel changes resulted in the neglect of the complex Family Farm Program, a program that was in need of nurturance, leadership, and support. As CETA pulled back and became less predictable, the Council had to assume more housekeeping duties and be concerned about its own existence. As a result, the Council's attention often turned away from its family farm priorities to assessing its future survival.

The Council has done much better with its third purpose, that of facilitating and coordinating access to information and other resources. Through CIS and the two Resource Centers, the transmission of information during Council meetings, the relations created with new Resource Centers such as that at the College of the Desert, the publication of a resource guide, and so on, the Council appears to be making considerable progress in the coordination of access to information and resources available to family farmers.

The problems discussed in this report must be resolved through strong leadership if the Family Farm Council is to remain a viable organization. Leadership must not only attend to the interests of its members and their respective organizations but must define and assess the short- and long-range goals around which members can both rally and benefit.

However, it should be recognized that there are no shortcuts to creating a viable Council and there are few successful models from which to learn. Because we cannot point to formulas for the successful integration of separate agencies into a coordinated effort, the kinds of difficulties experienced by the Council are not unusual. What is needed more than anything at this point is the confidence and support of CETA to ensure that the Council has an opportunity to assess its viability and chart its progress.

III. CENTRAL INFORMATION SERVICE

The Central Information Service (CIS) is part of the Small Farm Center located at the campus of the University of California, Davis. (The Small Farm Center is the overall structure at the University which houses CIS and the office of the executive secretary for the Family Farm Council.) Originally conceived as the central location for information about family farming, CIS is primarily responsible for the acquisition, storage, and dissemination of information and instructional materials to the Resource Centers, Council member agencies, and interested individuals. These tasks are to be accomplished by the CIS director and support staff of the Small Farm Center.

For many reasons, the establishment of CIS proved to be more difficult than anticipated. Funding delays, cumbersome and bureaucratic financial processing procedures, adaptation to the University's work schedule, the late hiring of personnel, and so on are but a few of the many reasons contributing to the fact that CIS began functioning some six months behind schedule. These technical difficulties, combined with the multiple responsibilities charged to CIS by those who originally conceptualized its structure and function, made the initiation of the service during this period a major challenge for the director, who found it necessary to prioritize the many tasks expected of him. These tasks included institutionalization of CIS, acquisition and dissemination of information, materials development, and the delivery of other services.

A. Institutionalization of CIS

When the director was hired in early February, 1981 he received a letter of appointment from the chair of the Family Farm Council. The letter outlined his duties, indicating that he was to familiarize himself with members of the executive committee, hire staff, promote the Council, ". . . identify public and private information resources, develop systems to gather information, and implement program to extend information to targeted clientele," and ". . . develop needs and system to reach targeted Spanish-speaking clientele." Also mentioned in the appointment letter were several long-term goals, including the promotion of CIS, identification and development of potential useful resources, publication of a family farm newsletter, development of a plan for family farm activities, identification of leverage activities that would augment existing services to family farms, development of rapport with the family farm constituency, and encouragement of more localized family farm activity. The letter further indicated that these long-term goals were to be achieved in collaboration with the executive secretary of the Council. However, the letter of appointment did not mention the relationship of the director to UCCE or to the Council and it did not spell out the specific products to be produced by CIS.

In the absence of such specifics, the director began to develop an agenda to deal with the short- and long-term goals of CIS. A staff research associate and a secretary were hired, and they began working during the month of February. The staff research associate had been employed in UCCE for several months prior to assuming the CIS position. She had been working on the production of a Family Farm Resource Guide which, because of its relevance to family farmers and the mission of CIS, soon became a project to be accomplished by CIS.

The production of the guide took much longer than projected (to early June). Consequently, because the research associate was principally involved with this task, she was of little assistance to the CIS director or in accomplishing other CIS priorities. In effect, the CIS director, except for secretarial support, was left alone to accomplish the multiple responsibilities of CIS identified in the appointment letter. In setting out on these responsibilities, the director apparently had little contact with the leadership of the UCCE Community Resource Development Program. The director did, however, work daily in the same office with the executive secretary of the Council, although due to their separate appointments and job responsibilities, they apparently worked for the most part independently rather than as a team.

During the six months prior to the writing of this report, the director spent a considerable portion of his time introducing himself to appropriate individuals and identifying information networks, other agencies, and computerized data-based systems for sources of information relevant to family farms. The magnitude of this work for a single individual is considerable given the number and nature of the organizations involved (e.g., California community colleges; teacher training programs; commercial materials development firms; land grant universities; community groups; UC libraries, experiment stations, communication and publications offices; film, audiovisual, and broadcast units; California State Department of Education Agricultural Education Office, and so on).

In addition to finding out what information is available and becoming aware of the resources of other agencies, the director made plans to develop storage and retrieval systems for materials to be housed as part of CIS. Initially, this process was to be limited to a manual system of identifying and tagging relevant materials in libraries and agencies. Subsequently, these materials were to be abstracted, with the abstracts stored as part of the resource library. Two half-time bibliographers were hired and began much of this labor-intensive activity in late June. The purpose of identifying, collecting, and storing materials pertinent to family farmers in California is to disseminate this information to appropriate agencies which will in turn make it available to interested parties locally.

B. Acquisition and Dissemination of Information

The acquisition and dissemination of family farm information involves the collection and storage of information in print and media forms for dissemination to other agencies and institutions, but especially to the program's two Resource Centers located at Hartnell and Kings River Colleges. To achieve this objective, CIS was expected to conduct an exhaustive review of available agricultural production and management information relevant to family farms. Subsequently, it was to collect and store such material and then disseminate it to those interested parties in and out of the Family Farm Program. For this purpose, a resource library was to have been initiated for the housing of printed material and media software not readily available through existing channels. Abstracts of publications and other materials available commercially and through libraries were to have been prepared by CIS upon request from Council member organizations. These users were to have been furnished periodic reference lists and announcements of new acquisitions as well as timely farming information on matters of statewide importance. A bilingual newsletter was to have been published and used as a means of sharing this information as well as establishing CIS as a major statewide clearinghouse for information on family farming.

To acquire, review, and abstract the kind of information sought, the CIS staff felt it had to identify and relate to a number of organizations, institutions, and other sources of information in and out of California that produced material pertinent to family farms. It also felt that it had to investigate the prospect of linking itself with computerized data banks on family farms at the University and elsewhere so that searches of such data files could be conducted on request. One long-range goal was to establish a "hot line" enabling individuals and organizations to call in and obtain needed information.

All of these activities were to be carried out in conjunction with the programs of the University of California Cooperative Extension (UCCE), especially the program in Community Resource Development. Both administrative support and leadership, as well as library storage and access, translation services, media services, and physical space, were to have been among the kinds of assistance provided to CIS by the University.

C. Materials Development

Contrary to many expectations, CIS has not engaged in materials production to any extent. The major reason for this lack of production concerns the ambiguity of the responsibilities of CIS and its staff. Although apparently expected by some Council members, especially the staff of the two Resource Centers, neither the original proposal or the CIS director's letter of appointment mentions materials development as an important activity of CIS. Nevertheless, the director apparently decided to respond affirmatively to at least some of the requests for materials development assistance. Once having done this, thereby reinforcing the expectation by some of receiving assistance, the director found himself short of funds to respond adequately. The second reason why CIS failed to engage in materials development therefore became a lack of funds. The great majority of CIS funding has gone to pay salaries of the four staff members (including the Council executive secretary), with only approximately 16 percent of the total CIS budget remaining to cover costs for materials production and development. Budget restrictions in this sector have precluded the hiring of a materials development specialist as well as greatly limited the subcontracting of materials to outside agencies. Thus, to date, CIS has not engaged in materials development to the degree that the Resource Centers and some Council members had anticipated.

Faced with budget constraints in materials development, the CIS director has been contemplating a heavier emphasis on putting the Resource Centers in touch with instructional resources that are available locally. While CIS might well contemplate such an intermediary role, the Resource Centers have to some degree already been making this type of contact with agencies in each of their respective service areas. Whether CIS can play an intermediary or a supportive role will depend on the agreements reached by the Council and the staff members of the respective Resource Centers.

Although CIS has primarily been involved with its own establishment and, to a lesser degree, has played a supportive role to the Resource Centers and the Council members, it has also undertaken the production of some materials. CIS can be credited with the production of four pieces of material: the Family Farm Resource Guide, a bumper sticker, an information leaflet, and a recently published newsletter.

The Family Farm Resource Guide was by far the most time-consuming single piece of material produced at CIS. Although begun approximately one and a half years ago under the auspices of the Community Resource Development Program, the guide was finally packaged by the CIS research associate, and the Small Farm Center is officially credited with its production. Essentially a comprehensive listing of agencies and resources available to assist family farmers, the Family Farm Resource Guide provides names, addresses, and telephone numbers of individuals in the area to be contacted about family farm issues and concerns. The guide is prepared in county-specific volumes and covers all the 58 counties in the State of California. Also provided is an abstract of the functions of individuals and/or agencies listed. Ten copies of each rural county and five copies of each urban county volume have been reproduced and are available free of charge. Additional copies may be ordered from CIS for a fee of approximately $5.00 to cover reproduction costs.

With the intention of giving the family farm cause a greater visibility, CIS has also produced a bumper sticker which reads "Small Farms Make Sense," designed in a green background with white lettering. Its effectiveness in drawing attention to the small farm issue is unknown.

The third piece of material produced by CIS is a flyer announcing the Small Farm Center. A single sheet of white paper with green print on both sides, the flyer contains several paragraphs each explaining a component of the Family Farm Program. A list of the participating agencies appears on one side and, on the other, the address and telephone number of the Small Farm Center is provided for those who want further information regarding the program.

As this report is being prepared, in July 1981, CIS has just published its first copy of the Small Farm Center Newsletter. An eight-page pamphlet, the newsletter covers a variety of subjects intended to spark interest in readers on issues relevant to small-scale farming. The newsletter begins by announcing the services provided by the Cooperative Extension Program through the local county farm advisers and proceeds to inform the reader about the recently published Family Farm Resource Guide. The four center pages provide a comprehensive description of the Small Farm Information Access Network, otherwise known as the Family Farm Program. The last page, entitled "Crop News," is dedicated to the vegetable bok-choy. The article ends with an invitation for those interested to contact the Small Farm Center for more information.

D. Other CIS Services

Also related to materials development, and primarily in response to requests made, CIS has attempted to provide support services to the two Resource Centers and Council members. On two or three occasions, the Kings River Resource Center has requested assistance on TV production and some audiovisual aids for a squash presentation. The UCCE farm advisers have requested a slide-sound audiovisual presentation, computer searches, and assistance on a tomato disease manual. From Hartnell came requests for translation assistance on a brochure from English to Spanish and a translation of a strawberry-grading manual. In most of these instances, CIS was unable to respond adequately, principally because of the lack of resources, human and material, available at CIS. Another reason is that during this particular period, the director was handling all CIS responsibilities virtually alone and was unable to adequately meet all his obligations. He nevertheless attempted to respond to as many requests as possible. Now that the staff research associate has completed the Family Farm Resource Guide, she will be able to provide greater assistance, and CIS will be able to more adequately serve its clients. Similarly, a production specialist who has skills as a graphic artist and photographer will also be available for the summer of 1981 (she began working in the Center in mid-June). CIS intends to remain marginally involved in the materials production process; its role will be primarily in the areas of facilitation and coordination rather than in production per se. For example, there are plans for CIS to purchase two slide projectors for use by Council affiliates in field-testing slide sets.

A final area that CIS has embarked upon is a needs assessment of the family farm clientele in California. The intention is to review materials and information related to the characteristics of family farmers, especially those with a Spanish-speaking background. Such a review is intended to document socioeconomic characteristics, learning preferences, abilities, and educational experiences of family farmers, as well as to identify available learning materials in Council member collections appropriate to the target population.

E. Conclusions

The first six months of existence of the Central Information Service may be characterized as typical for any recently emerging institution which must not only adapt to surrounding agencies but chart its mission within the constraints of programmatic realities. As such, the efforts of the CIS staff have not always met with success. But neither does lack of success necessarily imply failure. Rather, as recent events seem to suggest, the staff and all those involved with CIS activities and functions have been able to learn from past shortcomings.

There are many reasons why CIS did not function as expected. Primary among them is the ambiguity of the original CIS proposal to CETA and the charge to the director relative to the mission of CIS. The difficulty here is that among the multiple responsibilities and expectations of CIS that are mentioned in these documents, few are spelled out and even fewer are specified as priorities. As a result of the lack of clear directions, the director took it upon himself to develop his own agenda and priorities. He chose to concentrate primarily on the identification of available information and instructional materials, a goal which apparently requires a long-term investment with few immediate payoffs. Some members of the Council, however, expected that more concrete tasks would be accomplished by the CIS director. These included the early initiation of a newsletter, a more rapid delivery of information, materials development assistance, the establishment of a resource library, and so forth.

The responsibility for the ambiguity in the overall mission of CIS must be shared widely. The original proposal lacked clarity and failed to specify outcomes that could be widely agreed upon. In addition, the Council leadership, both the chair and the executive secretary, could have been more concerned with planning and specifying program priorities with the director. Likewise, more leadership should have come from the UCCE Community Resource Development Program, especially the office that had line responsibility for the CIS director. Finally, the director himself has to take a share of the blame for not having sought wider input into the activities of CIS and into an ordering of its priorities. In effect, he failed to specify on paper his agenda, circulate that agenda, and develop a consensus around the activities that he proposed. The fact that the director chose to invest in the identification of sources of information with a long-term payoff left the Council and UCCE without evidence of CIS progress. When requests for materials development assistance from the Resource Centers resulted in long turnaround times, there was an even more deeply held opinion that CIS was not adequately serving the important needs of the Family Farm Program.

Relationships among and between the CIS director and others associated with the program were often frustrating. The director was held responsible by some for not attending to concerns like the early publication of the newsletter and the setting up of the resource library and by others for not delivering information and materials development assistance. The director was also frustrated with the many expectations which often did not acknowledge the limitations of CIS. For example, few, if any, of those associated with the program inquired during the first four months as to how he was spending his time or giving him counsel and needed feedback on his activities. Although CIS apparently was on the Council's agenda twice during Spring 1981, for example, the agenda was crowded with other items and CIS was never fully discussed. Hence, two opportunities for important feedback from members were lost. The director also became frustrated when the original latitude given him by UCCE and the Council was reduced during the fifth and sixth months due to apparent dissatisfaction with his priorities and accomplishments.

Although the first six months of CIS operation were characterized by these questions of mission, leadership, communication, territoriality, responsibility, and so on, there are signs that they are being dealt with. Functionally, for example, weekly meetings among the CIS staff, the Council's executive secretary, and UCCE Community Resource Development leadership are being held. These regular staff meetings are helping to specify concrete outcomes expected of each CIS staff member and to define more clearly the tasks associated with the resource library as well as information acquisition and dissemination.

Structurally, recent decisions have been made to temporarily centralize the administration of the Small Farm Center under the leadership of the Council executive secretary. Additionally, the activities of CIS have been decentralized and separated into an information acquisition and dissemination component and a materials development component. Each of these sectors will be headed by a staff member in charge of the particular component. The overall coordination of these two components is the responsibility of the Council executive secretary who, in turn, is responsible to the director of the UCCE Community Resource Program. It is anticipated that this new arrangement will permit CIS to accomplish its tasks more effectively and expeditiously through the end of September until a more suitable permanent arrangement can be made.

In summary, it can be said that CIS is still undergoing a very necessary process of discovering not only the best structural arrangement for its staff but also the most effective means of meeting the many responsibilities identified for it by Council member agencies of which it is a part. To the degree that these administrative and program goals are being addressed, prospects for the future appear brighter.

IV. KINGS RIVER FAMILY FARM RESOURCE CENTER

The Family Farm Resource Center at Kings River College in Reedley was initiated with the aims of coordinating and enhancing agricultural services, assistance, and training available to small family farmers in the area. Through CETA and CWETA funds it sought to expand and perfect its own short course program for family farmers. Its intention was to become a major center for that kind of training in the Central Valley as well as to support substantially the work of other local participating agencies (e.g., the Fresno County Farm Adviser's Office, Proteus Adult Training, Inc.). Hence, the dual responsibilities of providing training and direct assistance to family farmers and facilitating the coordination among participating local institutions in the planning and delivery of services to family farmers constitute the two major objectives of the Kings River Resource Center.

In meeting the goals of service delivery and coordination, the Resource Center has used a combination of strategies and methods. Some of these service delivery strategies have relied on direct face-to-face contact with family farmers while others have utilized more indirect channels of communication to reach the target population. Direct service delivery has concentrated on short courses offered at the campus and in the field, farm technical assistance through the agronomist component, and routine field visits by the Center staff. Indirectly, services have been delivered via radio, TV, and written sources. It is with these objectives and the means used to meet them that this evaluation has been most concerned.

Kings River College has long been involved in providing training and educational services to the agricultural community. In 1977, the College participated in a comprehensive program to serve small farmers in association with Westside Planning through CETA funds. Prior to the formation of the Resource Center, the College was engaged in what was considered to be a very successful strategy for training farm workers through the FAST program. FAST sought to upgrade and diversify workers' skills based primarily on an employer's need and ability to permit year-long employment on a single farm. Contact with other agencies serving small farmers was made through the Family Farm Council, and Kings River appeared to be an appropriate site for the housing of a Resource Center.

Many of the Center staff hired by Kings River facilitated the delivery of direct services to the target population, as some had several years of close working relationships with a select group of Spanish-speaking small farmers in the area. These relationships were created while some of the current staff had been employed by Westside Planning and the Technical Assistance Program (TAP). The staff was able to bring its experience with the development of radio programs and its documentation on some 200 farmers with whom it had worked to its initiation of the Kings River Center. However, due to delays in CETA and CWETA funding, the early beginning of the Center was also characterized by many problems. These funding delays nearly resulted in the loss of valuable staff and did result in many months of minimal or lost contact with farmers.

The Kings River Resource Center staff viewed direct personal contact with farmers as the single most important part of the program. As a result of this emphasis on technical assistance, as well as the late hiring of specialized staff (mid-December 1980), fewer efforts were spent in local resource coordination and development of materials. For example, the advisory or steering committee did not function and until December contacts with other agencies in the area serving family farmers were somewhat irregular. It was anticipated that appropriate representation at the advisory committee would bring other resources -- financial, commercial, and so on-- to bear on small farm issues. However, by late January 1981, efforts to create a steering committee had ceased and the Resource Center limited its priorities primarily to technical assistance and short course instruction.

A. Materials Development and Service Delivery

The Family Farm Resource Center at Kings River Community College has focused its efforts on three basic areas of information dissemination and materials production: (1) the development of a radio and television information program; (2) the delivery of direct training and educational services; (3) the technical assistance offered by the agronomist component, and (4) materials development.

1. Radio and Television Information Dissemination Program

The Resource Center has engaged in three types of materials development for radio and television broadcasting: (1) dissemination of timely information; (2) in-depth treatment of special topics; and (3) live radio interviews.

Dissemination of timely information includes radio broadcasting of weather, market prices for different products, and announcements of Resource Center events and activities. Materials for these broadcasts are gathered from various sources. The process usually involves a Resource Center person making telephone calls to appropriate agencies in the area for specific information. Once materials for the radio program are collected, a telephone call is made to the two radio stations giving information for daily announcements.

In-depth treatment of special topics is the second area of radio programming on which the Resource Center has focused. Radio scripts are the primary source of material developed for this type of program. Some of the special topics covered are drip irrigation, farm record keeping, farm finance, land preparation, and other topics of general interest to small farmers.

The main purpose of radio scripts is intended to introduce farmers to new knowledge applicable to current farming practice. As such, the strategy involves the adaptation of agricultural research and development information for understanding by the target group. Often this takes the form of skeletal presentations of the subject matter without much attention to details. The scripts are written to provide specific information on available regular and slow-release fertilizers, the ways of identifying different varieties and their uses, and the different combinations of nutrients marketed. As no systematic attempt to verify the impact of radio information has been undertaken by the Resource Center, there is no evidence that this is the best strategy to reach family farmers. The staff, however, feels that topics introduced briefly through radio is the best approach, as it holds the attention of the target audience. The Resource Center director feels strongly that the radio is primarily a means of introducing a new topic that can be reinforced by other channels of communication such as face-to-face contact or written sources. As he puts it, "If the farmers retain 5 percent of the materials broadcast and as a result ask for more information later, then radio has served its purpose."

Although radio scripts were adapted and updated to keep up with agricultural innovations, by and large they represent a relatively permanent form of material that can be repeatedly broadcast. The bulk of radio scripts utilized by the Resource Center was developed earlier through the Technical Assistance Program (TAP) in Fresno. Because much of the clientele currently being served by the Resource Center were previously served by TAP and some of the Center staff members were also associated with TAP, there has not been an urgent need to develop new radio scripts.

The third type of radio programming undertaken by the Resource Center has been live radio interviews. Live interviews involve the presence of one or more specialists at the radio station once every 15 days for a one-half hour period, with listeners calling in with specific questions. Usually, this type of program begins with the discussion of a specific theme which provides a focus for the live interview session. Resource persons invited to these interviews have been both specialists in the community and Resource Center staff. Questions received are related to both specific and general themes of discussion. However, it is the experience of the Resource Center staff that their listening audience extends far beyond the family farmer. On several occasions, for example, housewives have called in specifically asking questions on weed and insect control in home gardens or asking for information on different varieties of fruit trees and legumes appropriate to the area. The staff feels that this type of direct listener feedback serves the function of allowing the community to inquire and make input to the radio program and also enables the Resource Center to learn more about the scope and nature of its listening public.

Until mid-March, the radio program was broadcast by two Spanish-language radio stations in Fresno (KGST-AM and KXEX-FM). Timely information, specific topics, and general Resource Center announcements were aired weekdays at 6:30 A.M. The total air time for this broadcast took approximately five minutes. The live interview program was broadcast for one-half hour every 15 days at 1:00 P.M.

Radio broadcasts were carried out as a community public service announcement by the stations. Although the Resource Center incurred no charge for this free radio service, there were some serious limitations to this type of public service announcement. The first of these limitations had to do with the irregularity of program broadcasts. The Resource Center staff was cognizant of the fact that often programs were not aired at their regularly scheduled times. One of the immediate consequences of inconsistent radio broadcasts is a potential loss of the listening audience. To the degree that the listening public was not provided with a regularly scheduled program at fixed times, they may have become frustrated, and with time the Resource Center may have faced a decrease in its listening audience.

By mid-March, the radio program ceased to exist, due primarily to the inadequate preparation of staff at the Center. First, the Resource Center staff was unable to develop broadcast tapes. The efforts made to generate professional quality tapes met with consistent failures. The individual hired in December as media specialist had neither the expertise, experience, nor the equipment and facilities needed to produce master tapes that would meet the quality standard required by the radio station. Second, the agronomists who were expected to both tape and help with the recording of tapes also had no experience in this type of work. The radio station first complained about the poor tape quality and eventually ended by rejecting tapes produced at the Resource Center. The official reason given by KGST radio station for withdrawing its commitment to broadcast the Resource Center radio program was that it would be too time consuming to attempt to improve the tapes produced or to train Resource Center personnel to produce better quality tapes. Additionally, the station changed from an 18 to 24 hour broadcast day, and it cited this reorganization as another reason why it could not give the time needed to air the Resource Center program. Hence, as of the second week in March, the Center ceased to reach farmers through radio broadcasting.

Television was also utilized as a channel for information dissemination. Most of the television programs took the form of taped and live interviews and slide presentations. Interviews usually consisted of either the Resource Center staff members or specialists invited from other agencies in the area serving family farmers. The question and answer sessions typically revolved around specific topics of general interest to the small-scale farmer. In addition, slide presentations and general announcements of Center events were broadcast through television. The television programs were aired twice a month for half an hour each session. Their purpose was to introduce the Resource Center facilities to the television viewing audience and to announce future short courses and other Center activities. As with most materials produced by the Center, little documentation of the impact of information delivered via different channels was undertaken. Consequently, there was little knowledge about the nature and extent as well as the needs and interests of the target population. Additionally, the Resource Center lacked skilled staff capable of producing quality material that would meet the standards expected by the television station.

2. Direct Training and Instructional Services

Providing short courses to family farmers has been a major problem for the Resource Center from its inception. The reasons for this recurrent difficulty in providing training stem from both internal and external constraints. Internal problems emanated from a lack of coordination of available resources, short course scheduling, inappropriate pedagogical methods employed on the target population, and so on. Externally, the problems stemmed principally from CWETA's strict policy guidelines as well as funding delays. Because the short courses were funded by CWETA monies, the agency imposed strict guidelines as to the minimum number of participants, types of qualified participants, and sites where short courses should take place. These requirements often did not permit the flexibility needed by an agricultural program such as the one the Resource Center was attempting to offer. However, in spite of these constraints, the Kings

River FFRC was able to offer several short courses and other forms of direct training to its family farm clientele.

The Kings River Family Farm Resource Center offered a total of seven short courses to its family farm clientele. Initially, the Center began by providing short courses in accordance with CWETA guidelines which stipulated that classroom instruction should occur at the College campus, with a minimum of 12 family farmers attending the 40-hour block of training in sessions of eight hours each. Because of the flexible nature of the agricultural schedule, however, attendance was not always up to the anticipated levels. Later strategies sought to design the program more in accordance with the local agricultural schedule, with the intent of drawing larger numbers of family farmers to the short courses offered by the Resource Center.

During Winter 1980, a seminar on vines was held. Of some 60 farmers who attended, most were well-to-do family farmers with some college education. Only eight were Spanish-speaking and noncollege graduates. This was a learning experience for the Resource Center staff because it was realized that only a small percentage of the target population was represented and that other strategies would have to be devised to draw a larger representation.

As early as the Spring of 1980, the Resource Center had planned two short courses in marketing; one scheduled to run from late May to mid-September and the other from mid-June to mid-September. Due to the lateness of contract signing between CWETA and Kings River College (September 2, 1980), however, this plan had to be altered. In anticipation that the contract would have been signed by early Spring 1980, family farmers were notified that a marketing course was forthcoming. However, when it became clear that no funds would be available to provide the short course promised, a decision was made to offer an experience related to marketing. It was then that a field trip was quickly scheduled to visit the wholesale market in San Francisco with the intent of familiarizing farmers with the complexities of price setting through the market mechanism.

A total of 30 family farmers visited the market in San Francisco in three trips of ten farmers each. Transportation was provided by the Resource Center through a College minibus. From the Center's point of view, it was felt that farmers were very pleased with the experience of learning how the price mechanism functioned. In addition, traveling in groups provided a setting where farmers met one another and exchanged ideas of mutual interest.

From October through December, two regular short courses were offered on Vegetable Production and Farm Management and Marketing. Both were 40-hour short courses conducted in seven-to-eight-hour sessions and funded through the CWETA contract.

The Vegetable Production course consisted of informal presentations and field visits. Presentations were made by farm advisers with expertise in various areas of concern to small farmers. Topics covered in these presentations focused on appropriate methods of weed control, insecticides and pesticides, fertilizers, common vegetables grown in the area, and so on. Following these presentations, farmers were taken on field visits to various farms in the area to observe the different stages of vegetable production. These visits were also intended to illustrate the actual practices and field demonstrations of topics covered in the classroom presentations. The enrollment of 22 participants was considered satisfactory for a short course in which no stipends were offered to those attending.

Farm Management and Marketing was the title of the other short course offered from October through December. This was also a 40-hour short course which met for eight hours daily. Although only 12 individuals were officially enrolled in this short course, approximately 18 attended on a regular basis. The five participants who attended the course but were not enrolled were entering-level family farmers who were not yet long enough in the State to qualify as California residents. Individuals officially enrolled and who qualified were entitled to a $3.10 an hour stipend through CWETA funding sources.

A visit to one of the class sessions found that the class was composed of seven women and five men, of whom eight spoke Spanish and four spoke Thai. All the men except one were actually family farmers. The one man who was not a farmer himself was the son of a farmer and provided farm management and record-keeping assistance to his father. Although most of the women interviewed identified themselves as small farmers, it appears that although they helped in the various aspects of family farm life, it was their husbands who were primarily involved with farming on a full-time basis. Two young women who were not yet small farmers were taking the farm management course with the intent of entering the farming practice with their family.

The constitution of this class raises three basic issues. The first concerns the heterogeneous nature of short course participants and the role played by different family members on the farm. This heterogeneity occurs both as a result of the different levels of experience in farming -- entry-level, medium-level and advanced-level -- and the number of family members involved in the farming enterprise. Hence, instruction levels must not only be directed to different levels of farming experience but also to various family members who perform different functions on the farm.

The division of labor argument is supported when one looks at farming in today's agribusiness-dominated world. Not only is the family farmer responsible for crop-related matters, such as land preparation, irrigation, seed selection, fertilization, weed control, harvesting, and so forth, but today's small-scale farmers must also have a good knowledge of the distribution system, credit and banking, farm financing, and other administrative matters if they are to be successful at their trade. To expect that non-English-speaking family farmers with generally low schooling levels are themselves capable of mastering all these areas of knowledge without family assistance is unrealistic. The success of small-scale farming operations depends on inputs from different family members at various levels. It appears therefore that an informal division of labor may be the primary reason prompting different members of farm families to take advantage of different short courses offered by the Resource Center which pertain more directly to the area of expertise of each member. Hence, it should be understood that not only the head of household would participate in all the short courses being offered, but other family members would also take advantage of appropriate courses depending on the role they play in the family farming enterprise.

Language of instruction is the second area of concern in short courses offered by the Resource Center. It has been the Resource Center's experience that the ethnic and linguistic composition of participating farmers in its short courses not only may require that a course be taught bilingually, but at times trilingually. To illustrate this point, one needs only look to the short course in Farm Management and Marketing described above. Participants in this short course were both Hispanic and Thai farmers. Because the majority of the participants were Spanish speakers and the instructor was bilingual in Spanish and English, the class was conducted in Spanish. However, in order for the four Thai small farmers present to benefit from the content of the class, translation was necessary into their native language. Translating a class conducted in Spanish to Thai participants is no easy task and requires the use of a third language -- English. This lengthy and cumbersome process required Spanish-English and Thai-English bilingual individuals present in the classroom to translate the class content from Spanish into Thai. The actual process involved in translating the content into Thai was the following: The instructor conducted the class in Spanish, a bilingual Spanish-English agronomist translated the content into English to one of the Thai small farmers who spoke some English, not without difficulty, and who, in turn, relayed the message to fellow Thai speakers. The old adage "One always loses something in translation" is an understatement indeed in such classroom situations; it is not known the extent to which Thai farmers benefited from the total class content. Classrooms composed of individuals with more than one non-English-speaking participant make the language of instruction a very complex problem which requires careful working out before short course participants can benefit to the maximum from the materials presented. Because classes were left open for enrollment and attendance was generally low, multilingualism appeared to be an inherent problem in the type of short courses offered.

A third issue related to short courses pertains to the methods employed by the Resource Center in recruiting and selecting family farmers for different educational services. Although all small farmers in the area may participate in educational services offered through the Center, conversations held with Center staff, as well as with small farmers, suggest that participants have been discriminatingly selected to participate in certain short courses. Some amount of selection may not be altogether inappropriate, given the many constraints associated with CWETA criteria for participant qualification, availability of stipends, limitation of facilities and other resources, and the like. To be sure, the Resource Center staff must judiciously apply some criteria in the selection of individuals whom it feels will benefit most from such learning experiences. It is advisable, however, that great care be taken in this selection process so as not to exclude eligible family farmers in need of Center services. Recruitment is, therefore, an issue which requires appropriate strategies so that family farmers in the area will be able to equally benefit from services provided by the Resource Center.

Between January and March 1981, a total of four short courses were offered to family farmers. The first was a 40-hour course entitled Marketing Decisions. This short course ran from January 26 to

February 10, 1981, and met daily for four hours except for an eight-hour day in which a presentation was made by representatives of various agencies in the area serving family farmers. The class, with a total of 28 participants enrolled, was taught principally by the Resource Center director. Although this was a 40-hour course, average attendance of the 28 participants was only 16 hours. More than half of the participants attended less than 10 hours and only four family farmers actually completed all 40 hours of class time. There were six females enrolled and all but two participants were Spanish surnamed.

From February 23 to 25, a 20-hour evening course was offered in Vegetable Selection. The class met three times from 6 P.M. to 10 P.M., with a 10-hour meeting one night when the participants were taken on a field trip to the market in San Francisco. Twenty-two participants attended this course for an average of 14 hours. Five participants attended a maximum of 18 hours; the majority attended 14 hours or less. The class was composed of 18 males and four females.

Instructors in the short course were representative of various agencies in the area serving the client population. Representatives of UC Extension, County Extension, and the Resource Center made presentations on topics ranging from soil selection to marketing strategies pertinent to diverse vegetable crops. Follow-up discussions of materials covered in the class were conducted during the trip to the market in San Francisco.

The trip to San Francisco as a part of this course was conceived as a practical dimension intended to familiarize producers with factors which determine the price of produce. Through such direct experience farmers became aware of the importance of quality control and of the timing of harvest in determining market prices. Participants left Reedley at 10:30 P.M. and arrived in San Francisco at 2 A.M. The trip was planned so that participants would reach the market at optimum trade time which occurs between 2 and 5 in the morning.

Equipment Fabrication and Repair was the third short course offered after January 1981. Held from February 24 to April 25, this class met on Thursday and Friday evenings for a total of six hours a week. The announcement flyer advertised a 54-hour short course intended to provide skills in the construction and repair of such equipment as hot beds, green houses, pesticide applicators, storage bins, and so on to be offered at the College campus. Course announcements were printed in Spanish and in English separately.

The class role sheet listed 17 attendees, but only eight were officially registered. The attendance was rather irregular with only two participants having taken more than 20 hours of instruction. The majority took no more than 9 to 12 hours. Instruction was provided by an English-Spanish bilingual College faculty member in the Diesel Department, who was considered knowledgeable in the area.

Several reasons were given by the Resource Center staff as causes of low course attendance. The first related to the poor timing of course offerings and the inappropriateness of the subject matter offered. Because farmers were busily involved with spring planting, it was felt that more appropriate topics such as fertilizer, pesticides, or seedling selection would have been of greater interest to participants. However, as EDD personnel held firm to CWETA guidelines and the contractual obligations in the original Kings River proposal, the

Resource Center was unable to alter the course-offering schedule or to opt for more appropriate topics. Traveling distance was the second factor limiting attendance. Most of the participants lived in neighboring towns 10 to 20 miles away from the College, where the courses were offered. As most farmers have vehicles with big engines and no stipends were provided to help with transportation costs, the Center staff believe the combination of distance from place of instruction and the withdrawal of stipends were further factors contributing to low attendance.

The last short course to be offered by the Resource Center was Application of Chemical Products in Agriculture and Calibration of Machinery. This 20-hour course was scheduled from February 24 to April 25, and met on Saturday mornings for approximately four hours each session. Initially, the class started by meeting for six hours, but because farmers were involved with spring planting it was agreed that three-to-four-hour sessions would be a more appropriate length of time. The class was conducted by one of the Resource Center agronomists with considerable experience in practical instruction.

In contrast with prior short courses offered by the Resource Center, this class met on a centrally located farmer's field. As a result of centralized location and practical orientation, the course drew 12 to 15 participants per session. The instructor felt that taking instruction to the field where demonstration and practice take place in real-life situations provided farmers with a unique hands-on experience. A practical test was also planned for the end of the course; its intent was to have each farmer routinely go through the process of calibrating machinery to determine course mastery.

3. Agronomist Component

The agronomist component represents a collaborative effort of local institutions to pool together their resources and work toward the accomplishment of common goals. Under the advocacy of the Kings River Family Farm Resource Center, this human resources component was conceived as an outreach service which would maintain direct human contact between the Center and the Spanish-speaking farmers as well as deliver technical assistance in the field. The ultimate objective was to stabilize the economic base of self-employed family farmers and generate further employment as a result of a more dynamic economic activity in the area. The Fresno Employment and Training Commission (FETC) provided funds for three bilingual agronomist salaries for a period of six months, and Proteus (the local adult education institution) was entrusted with the administration of the funds. Although agronomists worked in close cooperation with local county farm advisers, their overall coordination was under the direction of the Resource Center director.

Until the formal hiring of the individuals who constituted the agronomist program, the Resource Center had spent a great deal of effort to resolve the many issues associated with the institution of this Center component. As the agronomist component was not initially conceived in the overall delivery-of-services program, there were those who felt that such a technical team might potentially duplicate the technical assistance provided by the UC Extension Program. There were still others who argued that the Council program should only be an information and educational services delivery program and not another technical assistance vehicle. The Resource Center's argument for an agronomist program, however, centered on the concept of information delivery.

According to the Center staff, agronomists represent one more information delivery channel which will maintain a liaison of face-to-face contact with the family farmers served in the community. As such, the agronomist component was not to function solely as a technical assistance service but as a means of providing Spanish-speaking farmers with timely information at an interactive level which would permit a two-way communication between the Resource Center representatives and the family farmers. The Center's rationale for an agronomist component was based on the fact that a large number of the clientele served were either entering-level farmers or producers with few years of self-employment in farming and therefore in greater need of personal face-to-face services. These so-called "hard-case farmers" were the primary target of the agronomists, who visited them periodically to announce Center services available and provide field technical assistance. It is the opinion of the Resource Center staff that one-to-one agronomist contact is the most powerful means of reaching this sector of the Spanish-speaking family farmers. As an information delivery channel, it is felt that, unlike radio, television, or the printed media, which maintain a one-way flow of information from the Center to the clientele, agronomists enable a reciprocal flow of information which simultaneously delivers Resource Center services and gathers feedback to help the Center plan for future services to be offered. Field information collected on these farmer visits were recorded in agronomist logs.

From analysis of agronomist logs and interviews with Center staff, it appears that approximately 120 Spanish-speaking farmers were contacted on a regular basis by the agronomist component. Each of the three full-time agronomists made two routine visits a month to 40 farmers in his geographical area. In addition to the regular visits, agronomists also made visits in response to requests received at the Resource Center. Requests for agronomist services were primarily of an emergency nature. When farmers encountered pest and insect problems, plants did not look as expected, or other similar difficulties arose, telephone calls were made to request a technical assistance visit. Family farmers usually took advantage of visits to inquire into various aspects of farming. Questions commonly asked of agronomists were: "Where can I buy this?" "What type of fertilizers should I use?" "How do I control this disease?" and so on. In addition to the 240 routine visits and request visits, the Center director and the agronomist in charge of the radio program also made periodic field visits. Hence, the Resource Center director estimated that his staff made between 300 and 400 family farmer visits per month between January and June 1981.

4. Materials Development

After the hiring of the multimedia specialist in December 1980, the Kings River Resource Center engaged in various aspects of materials production and development. Due to the late hiring of the individual to fill this position, the Center had been somewhat behind its anticipated materials production schedule. By December, the Center had identified a specialist who was bilingual in English-Spanish and purportedly had considerable experience in photography and graphic materials layout and production. Although it appears that not all the agreed upon tasks were accomplished, various materials were nevertheless produced between December and mid-March 1981.

Materials developed by the Resource Center have focused on the production of (1) announcement flyers, (2) slides, (3) video tapes, (4) radio master tapes, and (5) curriculum booklets.

The greatest amount of materials produced were flyers announcing Resource Center activities. From the sample flyers analyzed for this report, it appears that a considerable investment of time was made producing what was intended as a simple activities announcement strategy. The flyers are basically a colored sheet of paper with typed announcements in Spanish on one side and English on the other. Usually, a drawing of a symbol of the subject matter to be offered was the center of attention. Information regarding time and place of the activity, a simple street diagram illustrating the place of meeting, and the address and phone number of the Resource Center were also given. Asked how much time was spent in the production of each flyer, the media specialist responded between six to eight hours. The use of graphics was cited as the most time consuming of all activities involved in flyer production.

In assessing the merits of this type of flyer, the time of production and the quality of the materials need to be assessed. If the purpose of these flyers was simply to announce Resource Center events, six to eight hours production and dissemination time may not be cost effective. As to quality, the English side of the flyers was generally acceptable while the Spanish side often contained elementary grammatical errors. Although the educational levels of Spanish-speaking small farmers are generally accepted to be below the eighth grade level, these mistakes are easily detected by anyone with an elementary reading knowledge of Spanish.

Slide production has been another active area of audiovisual materials development. Slides are intended as instructional aids and focus on various topics of short courses offered. The procedure for their development involves the media specialist making field visits with agronomists and taking pictures of inappropriate and appropriate ways of preparing land, planting, placement of "hot caps," insect and pest problems, and so on. In addition to usage in classroom situations, slides have also been used on some television presentations made by the Resource Center staff.

There is no question that slide use can be an important instructional aid. This appears especially valuable when a contrastive approach is used to depict "before" and "after" conditions. It is assumed that such instructional strategies provide farmers with a systematic and coherent approach to problem solving. Unfortunately, the Resource Center has not conducted any sort of piloting of its slides to assess their educational impact on the learner. Although the Resource Center included as one of its goals the piloting and learner verification of instructional materials produced, the Center has not yet undertaken any type of materials assessment.

A third type of materials production has been the development of video tapes for television presentation. Between December and March, three video tapes were produced. These tapes have not yet been broadcast and consequently it is not certain the extent to which they will serve their intended purpose. As with other types of materials production, video tapes have not been piloted to assess their utility or impact.

Radio master tapes have also been produced. The media specialist was entrusted with the responsibility of producing tapes to be broadcast at the local radio station. However, the Resource Center did not have the expertise, facilities, or equipment to produce quality master tapes acceptable to the radio station. The Resource Center staff reported that master tapes produced in the trailer with inadequate recording equipment and poor acoustics were rejected by the radio station as unfit to broadcast. The radio station first complained and later withdrew its commitment to broadcast the Resource Center radio material. Poor tape quality and a change in broadcast schedule were given by the radio station as official reasons for termination of the radio broadcast.

In addition to the above materials, the Resource Center also produced two curriculum booklets. These were produced as instructional guides for the short courses in Application of Chemical Products in Agriculture and Calibration of Machinery. The curriculum material was developed by one of the Center agronomists in charge of the course with the assistance of the multimedia specialist.

The booklets were planned and developed with two purposes in mind. First, they were to serve as an instructional guide for the class instructor who could follow a systematic method of materials presentation. At the same time, the participants could also be given the 10-page booklet for later reference. The texts abound with clear and simple drawings of the machinery discussed and their appropriate calibration and use. The principal emphasis in the chemical products manual focused on safety and the use of appropriate chemical products. The Resource Center staff felt that to the extent that farmers were given something concrete to take home after the class, the course content would have a more lasting effect than a lecture-only type method.

B. College Support

As of the end of May 1981, the Family Farm Resource Center at Kings Rivers College consisted of two trailers temporarily stationed on blocks next to the Land Department. The smaller trailer, which has been there since June 1980, housed the director's office, the radio programmer and the secretary. The larger trailer is principally used by the agronomists and the materials development specialist. The second trailer was acquired in January 1981, when the Resource Center staff complained of limited space in the smaller trailer as a result of the addition of three agronomists who became a part of the Center staff in mid-December 1980. Earlier, a request was made by the Resource Center to secure a larger and more permanent space as well as necessary equipment, but the College could only come up with a second trailer and a promise to rent office equipment. The promise was never fulfilled; both trailers continued to lack bookshelves and adequate filing cabinets.

Although there is reason to believe that the College and Resource Center staff worked constructively, there were also some difficulties. For example, one incident cited as evidence of the College's lack of support involved a classroom scheduled for the short course in Farm Management and Marketing. A request was made to reserve a classroom for a one-week, 40-hour class. After some deliberations, the Resource Center staff was informed that a classroom would be made available. The day the short course was to begin, approximately 15 course participants and the instructor were led to a 12 x 15 foot room with no windows and lacking basic classroom supplies such as chalk and blackboard erasers. This emergency accommodation was perceived by the Resource Center staff as an indication of the College's general lack of interest in the Center's activities. To the staff this was apparent as the classroom request was made one month prior to the beginning of the short course. Further inquiries, however, revealed that regularly scheduled classes at the College are planned one semester in advance and that seldom is a classroom scheduled for a 40-hour, one-week session. The principal problem in this instance appeared to be a difference in schedules between the College and the Resource Center. Whereas the college schedule assigns classrooms one semester in advance and for a set number of hours per class day, the Resource Center's schedule was planned with much shorter lead time and for 40-hour blocks of time. This intensive, block-scheduled, 40-hour training package is apparently a requirement imposed by CWETA's strict guidelines and is ultimately responsible for this conflict between the Resource Center and the College administration.

Asked whether the College had made audiovisual materials and equipment available for instructional use, the Resource Center staff responded that greater collaboration from the College might have been expected. It was pointed out that in one instance the Center had requested and received an overhead projector to be used in one of its short courses and that the equipment was soon recalled by a faculty member who complained that the Center had the projector too long. To the extent that the Resource Center was obliged to return the projector before making full use of the equipment, it felt that its activities and services were not receiving the respect and attention deserved.

Subsequent to the hiring of the multimedia specialist, the Resource Center was able to make greater use of the audiovisual center on campus. From interviews conducted with both the Resource Center's media specialist as well as with the College media specialist, it appears that the Resource Center specialist sought information and suggestions on many occasions from his College counterpart and made use of the video tape and tape recorder equipment. The relationship between the two was described as cordial. However, from some of the questions asked of the College media specialist, it was concluded that the Resource Center multimedia specialist was an inexperienced individual in the position for which he was hired.

These examples of technical and procedural difficulties between the Resource Center and the College are not atypical and are linked to other, probably more basic, conflicts that concern the mission of the Center and the College as well as personality differences among the individuals who are associated with both. Looking at these issues from the College's point of view, the College was attempting to recruit a new clientele for its courses, hoping to build on its successful experience with its farm labor instructional program, referred to as FAST. According to the College, however, the Family Farm Program did not prove as successful as hoped (especially the short courses) because of several reasons: CWETA's guidelines for scheduling and classifying acceptable clientele were inflexible; agronomists served the farmers too well and there was no need for the farmers to attend courses; the Spanish-speaking population identified as a priority was too narrow; the classes offered were in competition with those offered by UC farm advisers; the use of stipends to motivate farmers was a false and inappropriate incentive for participation; and farmers were too concerned with the present and not enough with their future informational needs. The College feels that it supported the program to the fullest extent possible but these problems were in some cases unmanageable and in other cases the result of immature leadership in the Center.

From the Center's viewpoint, the College never took advantage of the extramural funds to make a difference in its own institutional orientation and commitments. For example, the College leadership did not attempt to facilitate the involvement by the Land Development faculty in the Center's family farm activities. There was never any real acceptance by the Land faculty of the importance or legitimacy of the Family Farm Program. Likewise, the Center staff feels that the College never delivered adequately on its scheduling, audiovisual aids, equipment, supplies, facilities, transportation, parking, and other such commitments. The Center also feels that the CWETA-supported individual who was to handle administrative matters between the Center and College failed to live up to time and work expectations, leaving much of the administrative responsibility in the hands of the director. Likewise, a secretary supported by CETA was assigned to the Land Division but was said to have done little to assist the Family Farm Program.

Needless to say, when the College decided to withdraw from the CWETA contract and considered doing so from the CETA contract as well, some of these issues were involved. It is probably safe to conclude that the College was both supportive and an obstacle and the Center leadership was both inexperienced and forward looking. Whether the College will pursue additional CETA funding and, assuming this is sought and awarded, whether it will attempt to build upon the CETA risk capital to build a new capacity to address family farmers in the College is questionable. At least very little that the College has done to date to relate directly with family farmers leads one to believe that it will use CETA funds to foster a long-term program where none has existed.

In this regard it is important to distinguish between the College's program for farm labor -- which is conducted at the request of large land owners -- and family farmers. The latter is, as implied in this report, a completely different clientele with whom the College has neither a record nor an apparent commitment.

C. Conclusions

Although the Resource Center at Kings River College spent a great deal of effort attempting to serve the needs of its client family farmers, it has not been able to accomplish all of its planned objectives. Problems obstructing the attainment of Resource Center goals stem from both external and internal constraints. Externally, the Center was obliged to deal with funding agencies, local agencies serving the family farmer, and the College. Internal constraints relate to in-house functions of the Center and have to do more specifically with the human and physical resources available, planning and execution of tasks, general administration of the program, and services provided to the target population.

Funding for the first year of the Resource Center operation was made available from State CETA as well as from CWETA grants. While CETA policies presented little difficulty with the disbursement of funds, CWETA's strict policies and guidelines were a major and constant source of problems for the Resource Center. Because CWETA funds were intended for some staff salaries, materials production, provision of short courses, stipends, and acquisition of materials and equipment, any delay or difficulty in disbursement of funds proved to hinder seriously the delivery of services to the family farmer.

Early on the Resource Center was faced with CWETA funding delays. Negotiation of contracts between CWETA and the College was expected to take place in the Spring of 1980. This crucial step in securing funding did not actually take place until September 1, 1980, several months behind schedule. As a result of this initial delay, the Resource Center was late in hiring the radio programmer and the multimedia specialist and, consequently, materials development and production in these areas also suffered setbacks. While the radio programmer was officially hired as soon as the contract was signed, the media specialist did not begin work until mid-December 1980. Once hired, however, these two individuals were able to carry out their work with no direct interruptions from the funding source. The short courses, on the other hand, were always criticized for not meeting CWETA guidelines.

The local EDD office in charge of monitoring the Resource Center's activities for CWETA was incessantly critical of the short course program's inability to meet contractual obligations. CWETA's complex guidelines required that short courses be conducted in 40-hour blocks of eight hours per day, serve only family farmer heads of household, meet at authorized locations, follow schedules set at the time of proposal submission, and so on. CWETA generally expects these and similar criteria to be met by all programs funded under its auspices. While industrial and urban programs have apparently little difficulty meeting this employment upgrading model specifically designed for them, rural, self-employed family farmers are only able to participate in flexible programs which are designed around the agricultural schedule. Attendance at short courses offered after January 1981 began to steadily decrease. To be sure, CWETA's requirement that courses be held for six to eight hours per day had much to do with decreasing enrollment. Starting in January, farmers were busily involved with land preparation and other activities necessary for spring planting. Some of the courses scheduled for longer periods of time often had to be modified and adapted to farmers' time constraints, a decision not favorably looked upon by the EDD office.

The Resource Center, because of climatic and other conditions, was not able to provide classroom and on-the-job training according to optimistic proposal estimates. Even in cases where the minimum number of clientele in attendance was surpassed, CWETA selection criteria often disqualified participants on the grounds that they were not household heads or there was more than one family member in attendance, and so on. Additionally, adherence to the number of training hours was not always met as specified in the proposal. As a result of these and other factors, the Resource Center found itself constantly in a defensive position and in the crossfire between the EDD office and the College administration. By mid-March 1981, the Center staff was doing little more than attempting to appease the EDD office and the College administration, as the latter was threatening to close down the program. The tension and uncertainty created by EDD and the College relative to CWETA put unnecessary pressure on the Resource Center, and EDD should bear much of the responsibility for the Center's inability to adequately serve its client family farmer.

Withdrawal of stipends was another reason given for low course enrollment. Participating family farmers had long been accustomed by previous programs in the area to receiving stipend allowances for attending classes. Having inherited this tradition, the Resource Center initiated its training program by offering stipends to qualified participants at one of the first short courses offered from October to December 1980. Because of many bureaucratic delays, however, participant farmers did not receive the stipend check from the EDD office until several months later. Meanwhile, farmers were blaming the Resource Center for not having followed through on its promises to provide stipends. Given the delay in processing and the dependence created by stipends, the Resource Center decided to eliminate any type of remuneration generated from class attendance. The full impact that the withdrawal of stipends had on short course attendance is not known. To be sure, farmers relied upon this financial support to cover some portion of transportation and other costs. It is not likely, however, that family farmers were attending class with the sole purpose of receiving stipends. The fact that farmers continued to attend short courses until late March, albeit in smaller numbers, suggests that participants were not simply attending class with the intention of receiving stipends.

Saturation of services delivered (e.g., UCCE) and a multiplicity of agencies serving the target population represent another source of external factors affecting class attendance. Family farmers in the area have long been served by agencies and programs providing similar services to those offered by the Resource Center. Recently, as a result of special personnel hired by the UC Extension service, a certain amount of duplication of services has been acknowledged. Not only are UC Extension Spanish-speaking farm advisers providing technical assistance to Spanish-speaking family farmers in the area but, increasingly, advisers have been organizing short courses for the client population. As a result of the fundamental needs of the small-scale farmers being addressed, courses offered by the UC Extension program and those offered by the Resource Center were generally on the same subject matter (e.g., crop selection, marketing, fertilizers). Hence, family farmers may well be saturated with similar services from two different agencies which may be vying for the same target population.

A final element in explaining the lack of attendance in the short courses relates to what was known about the family farmers in the area. The Resource Center staff was generally recognized for its agricultural knowledge and credentials, the considerable rapport it had with farmers, and the familiarity it had with the biophysical environment in the area. In addition, the staff was bilingual and familiar with the cultural values of the family farmers with whom it worked. When asked why the farmers, who often promised the agronomists that they would enroll in the short courses, didn't do so, the Center staff responded that in the final analysis it didn't know the farmer's needs or wants to the extent necessary. The staff felt that the program was based primarily on material that was dictated by the funders, the Resource Center, and the College in the absence of sufficient consultation with the farmers. Such consultation could have occurred but the technical assistance provided by the agronomists apparently took priority over needs assessment.

The College is the third external factor which has to some degree affected the Resource Center in the delivery of services. The general College attitude toward the Resource Center may best be characterized as passive acceptance rather than active support. Such acceptance goes beyond the temporary trailers and AV difficulties mentioned earlier and instead concerns the general reception and attitude of the College toward the program.

As an agency serving the agricultural community, for example, the Resource Center was expected to be fully institutionalized as a part of the College's Land Division. This institutionalization was conceived as a symbiotic process whereby both the Resource Center and the College structure were to be brought into greater coordination in the delivery of services to the family farmer in the area. After one year of existence next to the Land Department, however, very little communication occurred between the Department and the Resource Center. As a newly emerging institution, the Resource Center staff felt that the Land Department and the College as a whole could have been of much greater service. Instead, the Center staff often felt unwanted, and although at the technical level assistance to the Center was not denied, a certain level of passive compliance and, in some cases, mild resistance could be inferred. In effect, the College failed to view the Center as a catalyst to making changes in the direction and commitment of the Land Division and the College as a whole.

Scheduling appeared to be the source of one of the greatest problems between the College and the Resource Center. Because the College operates on a semester schedule, coordination and allocation of resources are planned approximately six months in advance. Due to the small scale of operation of the Resource Center, CWETA guidelines, and the flexible nature of the agricultural season, however, the Center tended to work best on short-term scheduling. The College personnel insists that the Resource Center director was well aware of College services available and the schedule regulating their use. But, according to College administrators, rather than requesting materials and equipment within the regular College procedures, the Resource Center often demanded the use of facilities and services at the last minute and expected to be given preference in their use. A frequent problem cited by the College Audiovisual Department was that equipment checked out was often returned late. Additionally, different individuals would on occasion come to request equipment on behalf of the Resource Center. As many of these individuals (agronomists) were not formally introduced as Resource Center employees, the College audiovisual personnel were reluctant to lend equipment.

There are also several internal constraints which affected the Resource Center's ability to achieve its goals. The first of these relates to personality differences between key individuals. From the very beginning of the program, the Resource Center director anticipated reluctance on the part of the College in accepting a Resource Center principally serving Spanish-speaking family farmers. Although the Resource Center apparently never turned away any family farmer seeking service and assistance, initially, its basic orientation and language of communication targeted the Spanish-speaking rather than the English-speaking family farmer. Even though the Resource Center activities were announced both in English and in Spanish, the College's orientation was truly to both groups while the Resource Center defined its target population as the Spanish speaking.

The Center director justified his narrow focus on several grounds. First, the policy guidelines from both CWETA and the Council specified the Spanish-speaking family farmer as the target group in greatest need of assistance. While the Council merely suggested a direction to be followed, the EDD CWETA monitor held the Resource Center to this contractual obligation stipulated in the proposal. These policy guidelines, which oriented the emphasis of the Resource Center to the Spanish speaking, were clearly known by the College's short course coordinator who was thoroughly familiar with both the Council and CWETA's expectations. Second, the Center director felt that Spanish-speaking family farmers represent the largest ethnic group of small-scale farmers in the area and those in greatest need of assistance. This acknowledgement and the director's commitment to a target population with whom he had worked through previous programs, further directed the Resource Center in working principally with Hispanic family farmers. This programmatic emphasis was interpreted by the College as a case of clear bias toward only one ethnic group. Hence, these factors contributed to an early attitude of reluctance on the part of the College to actively support the activities and function of the Resource Center. The CWETA-supported College administrator apparently did little to dispel this reluctance.

A second internal constraint concerns the materials produced and the services delivered by the Resource Center. These in turn reflect the level of expertise and experience of individuals hired to fill the positions of media and radio programmer. From interviews conducted with key individuals as well as the analysis of materials, it appears that the multimedia specialist was both inexperienced and lacked expertise in the area for which he was hired. The expectations for this position may have been overly demanding and the salary offered was too low to attract experienced individuals. The position was open for several months before the Resource Center found someone who wanted and who was considered appropriate for the job. With time, however, it was discovered that the specialist hired had only marginal knowledge of the tasks expected of him and that his cited experiences in media production were limited to amateur interest in the subject rather than actual work experience. Although it was generally agreed that the media specialist took his job seriously and he was committed to the goals and objectives of the Resource Center, materials took too much time to produce and were of dubious utility for their intended purposes.

The radio programmer, on the other hand, had previous experience in the dissemination of information through radio broadcasts. An agronomist by training, the radio programmer had acquired radio experience as a volunteer in a local bilingual radio station as well as through his former association with TAP. His responsibilities at the Center, however, called for activities in various domains, including radio announcing, technical assistance to farmers in the field, and so on. As a result of the many tasks expected of him, radio programming activities were primarily limited to the delivery of timely information such as weather and crop reports, market prices, and upcoming Resource Center activities and services.

In spite of these drawbacks, the limited Resource Center staff has worked very hard to deliver services to its target population. Radio programs and short courses have been two activities into which much effort has gone. Although there has been little evaluation of the impact of these services, the Center personnel feel that on the basis of informal conversations held with participants the services are well received by small farmers. If the Center continues to function, it is advisable that the staff place more emphasis on formally documenting the appropriateness of its materials and scripts and their effect on the farm practices of the target population for whom services are provided. Some documentation may be easily obtained, for example, by asking participants a few brief questions about materials received or the course in which they participated or by having agronomists make a log of telephone inquiries or asking farmers during farm visits whether there are other areas in which services could be offered.

Finally, the Resource Center at Kings River has not dealt adequately with its function as a coordinator of other family farm resources in the area. The Center should seriously assess the prospects for initiating a broadly based steering committee to assist in the fulfillment of the Center's contractual obligations for coordination. Such a committee should open the Center and the College to facilitating the work of other agencies in the area that are or could be concerned with family farm issues. Likewise, such a committee could assist in avoiding the duplication of services or conflict with services offered by others.

This coordination function has always been a major goal in the overall conceptualization of the Family Farm Program. Whether Kings River or any community college has a sufficient vested interest in integrating its own mission with that of other community agencies, however, is problematic. This is especially apparent when, as in this instance, such integration concerns the delivery of information through courses which are the basis for a College's existence financially. Because of this interest, the College is inevitably in competition with other agencies, like UCCE, for the enrollment of a potential client population, and may not be inclined to foster collaborative community activities in the service of family farmers.

V. HARTNELL FAMILY FARM RESOURCE CENTER

The Family Farm Resource Center at Hartnell College, Salinas, was established to coordinate and enhance the training and services available to family farmers in the Central Coast area. As part of its program, the Hartnell Center proposed expanding and perfecting its own short course program for family farmers as well as supporting in a substantial way the work of the other locally participating agencies (e.g., the Farmers Cooperative Service, the Co-op Confederation, the Monterey County Farm Advisers Office, and so on). This dual responsibility of providing training and outreach assistance directly to family farmers and facilitating coordination among the participating local institutions in the planning and delivery of services to small-scale farmers constitutes the major objectives of the Hartnell Center. In addition to providing a guideline for programmatic action, these goals also establish the parameters of this evaluation.

A. Facilitating Coordination

The Hartnell Center emerged from a long history of collaborative activity among family farm service agencies in the Salinas/Watsonville area. Early in 1979, the College sponsored a miniseries of short courses for production cooperative members and relied upon the assistance of other agencies in planning and conducting the program. Later, in 1980, Hartnell pursued CETA funding to build on this effort as well as to enhance its own role in providing service.

1. Advisory Committee

One of the early priorities of the Hartnell Center was to form an advisory committee in conjunction with its small farmer mission. Between February and May 1980, the advisory committee met approximately once every month. About half of the committee was composed of family farmers and half of representatives of local agencies providing services to farmers in the area. The committee, however, did not function as anticipated. Farmers were said to be of little help in identifying their needs, and their attendance at the meetings was low. Generally, it seems that Hartnell looked on the committee primarily as a means of generating a description of farmer characteristics, especially their interests and perceived needs. As a result, the Center anticipated that the farmers on the committee would inform Hartnell staff and others as to the kinds of courses and assistance that were most desired. When this did not occur, the purpose of the committee was questioned and interest waned. Hartnell also anticipated that the individual farmers on the committee would be empowered to represent the particular cooperative that had appointed them. Because there was no legitimacy associated with cooperative representative status, however, and because there was no mechanism within the cooperative either to gather information for the committee or for the committee to provide information to cooperative members, the notion of cooperative representation to the committee was weakened. The advisory committee stopped meeting in June 1980.

The difficulties with the functioning of the advisory committee may well be related to the rather narrow needs assessment mission which Hartnell assigned to it. In addition to its anticipated role in needs assessment, the committee could also have functioned to legitimize

Hartnell as a coordinating institution, to generate support for various ongoing projects in member agencies or cooperatives, to act as a problem solver and catalyst to innovations in small farm practices, to introduce outside resources (e.g., banks, private industry), to serve family farm concerns, and so on. Although these and other activities were no doubt discussed in some of the committee meetings, it appears that they were viewed as being of less importance than needs assessment.

Realizing that without a functioning Resource Center advisory committee it would be difficult for Hartnell to satisfy one of its main objectives, that is, to coordinate and enhance the training and services available to family farmers in the Central Coast area, a new approach was taken. An ad hoc committee was established in the Fall of 1980. This committee met four times in the Fall and functioned primarily as a group of individuals that shared information among themselves. The committee included agency representatives serving family farmers (i.e., Co-op Confederation, USDA, UC Extension, Cooperativa Central) and two ranch managers. Although it was expected that other individuals from additional organizations (e.g., banking) would be added with the purpose of creating a network of local individuals committed to family farm issues, this has not occurred. Instead, during the first six months of 1981 the committee did not meet often and few steps were taken to move beyond its ad hoc character. Although some joint programmatic activity has occurred with other agencies (e.g., joint funding of a microprocessor with the Confederación Agrícola and joint funding of radio programmers with Station KUBO), there is no structure in existence at the Center whose mission is to ensure the complementary delivery of services to family farmers in the community.

Only through continued efforts to establish a viable committee structure will the Resource Center be able to fulfill its coordination responsibilities. Such a committee would foster communication among Center staff, other agencies, and farmers as well as among the agencies and farmers themselves. Through this process the Resource Center would be in a position to maintain a broker relationship with other agencies by establishing contacts which can run their course in a coordinated and mutually supportive fashion. Greater agency coordination under the leadership of the Hartnell Family Farm Resource Center would ensure the attainment of its long-term objective of creating and maintaining systematic communication and cooperation among agencies and farmers in the Central Coast region.

B. Materials Development and Service Delivery

The Resource Center at Hartnell has concentrated its efforts in four principal areas of materials development and services delivery: (1) the development of technical and informational materials; (2) the development of radio scripts and agricultural news and information; (3) the delivery of training and instructional services; and (4) the development of computer software for family farm management and budgeting.

1. Informational and Technical Materials Production

The Resource Center has produced several pamphlets, flyers, and brochures related to information delivery, and an insect manual focusing on the common pests affecting strawberry production. The information delivery materials announce upcoming Resource Center activities and events. They consist of a single sheet printed on colored paper and usually contain some type of drawing intended to attract attention. Separate informational materials are disseminated in English and Spanish to reach both the English- and the Spanish-speaking farmer.

The purpose of these written materials is twofold: (1) to advertise Resource Center events and activities and (2) to serve as a form of reinforcement following personal contacts with farmers by Center staff. When field visits are made, for example, the Resource Center agronomist leaves copies of these brochures with farmers and with cooperative staff. The Center staff believes that if farmers are left with something concrete in writing after each visit, there is a greater likelihood that they will seek further information in the future.

One of the earliest of the flyers produced was the "Noticiero Agrícola" (Agricultural News). The Noticiero announced the radio programs broadcasting agricultural news, special interest topics to the Spanish-speaking family farmer, and Resource Center information through two Salinas Spanish-language radio stations, KCTY-AM and KRAY-FM. Broadcasting times of these stations are 7:15 A.M. and 6:00 P.M. on KCTY and 6:30 A.M. and 7:30 P.M. on KRAY. The radio programs include such topics as market prices for different vegetables produced in the area, announcements of agricultural activities in the community, and technical innovations in agricultural production. The Resource Center's telephone number appears at the bottom of the flyer, soliciting inquiries and suggestions as to topics that might be covered on the radio in the future.

Other leaflets produced to date announce short courses offered to family farmers through the Center. Of particular interest is a series of leaflets announcing "seminars and workshops for the progressive farmer." The announcements are aimed at the English-speaking family farmer who has considerable farming experience and a higher level of formal education than his Spanish-speaking counterpart. One leaflet announced an eight-week seminar on Ag Mechanics and the other a six-week seminar on Farm Finance. A brief summary of each class meeting was included in the leaflet. The last page contained a perforated "preregistration" form for farmers to fill out and mail to the Resource Center.

In addition to informational materials announcing educational services to family farmers, the Resource Center has also produced resource materials intended for use by other agencies in the area serving small farmers. The Resource Center, for example, has mailed two leaflets to UC Extension, the Confederación Agrícola, and other agencies in the area announcing a computerized reference service available through the College. A computer terminal, located in the College library, has been used to access and generate family farm-relevant information stored in DIALOG -- an information retrieval service from Lockheed Information System in Palo Alto, California. The first of the two leaflets announced the service and briefly described the advantages and efficiency of computer search, cost of information retrieval, and length of time needed to reproduce bibliographies. The second announced a meeting entitled "DIALOG Users Day," held at the College on November 21, 1980, to familiarize the people with the computer service. In addition to announcing available services, the Resource Center has also engaged in the publication of bibliographies accessed through DIALOG on specific topics of concern to family farmers. These bibliographies are also distributed to agencies in the area serving small farmers.

A great deal of time and energy appear to go into the production of these informational materials. But the Resource Center staff has not yet undertaken any feedback probes to determine the effectiveness of this form of information delivery; therefore, the degree of its effectiveness has yet to be ascertained. The Resource Center has, however, considered piloting and other means of assessing the potential impact of materials produced as an important part of its activities. Recently, an independent consultant was contracted by the Resource Center to conduct impact assessment of some of the materials produced and services delivered.

A major undertaking in the area of technical materials production is the development of a manual for the identification and control of seven common insect pests in strawberries. Published separately in Spanish and English, this manual contains color photographs, a descriptive text, and specific suggestions for the control of pests. The first edition of the manual published in mid-January 1981 consisted of 1,500 copies in Spanish and 1,500 copies in English. To date, approximately 350 Spanish copies and 250 English copies have been distributed primarily through personal contact. One way the manual has been personally distributed is through field contact. When the Center agronomist makes his field visits, he usually takes along several copies of the manual to leave with farmers. Similarly, when a hands-on instruction class takes place in the field, the instructor leaves copies of the manual with class participants. Short courses at the College have also provided a context for distributing the manuals to family farmers. Further distribution of the manual has been done through group presentation by the Resource Center staff members. In one instance, for example, a presentation was made to members of a Japanese-American production and marketing cooperative where approximately 45 English copies of the manual were distributed. Increasingly, the Resource Center is looking to other, more indirect means of manual distribution including the use of radio, CIS, the Farm Advisor's Office, farmer cooperatives, and private businesses in the area serving family farmers. Records of manual distribution are kept as a basis for follow-up surveys to assess their effectiveness.

The production of this manual represents the collaborative efforts of a number of institutions in the area. Individuals representing four different organizations contributed photographic materials and the Hartnell Resource Center worked closely with agronomists and specialists from the University of California Cooperative Extension Service in providing the technical recommendations. Translation of the English text into Spanish was undertaken by Center personnel; and the publication cost for the manual was shared by the Resource Center and the Confederación Agrícola de California. The present edition of the manual is distributed free of charge. Future editions will be made available at a cost of approximately $1.50 to $2.00 each to cover the expense of new editions.

2. Radio Program Materials

Materials developed by the Resource Center for radio broadcasting are primarily of two types. The first can be characterized as timely information, while the second emphasizes specific topics treated in much greater detail. A timely information broadcast generally concentrates on weather and market reports, pest problems, and announcements of Center services and upcoming activities. The Resource Center staff usually gathers information and news from various sources and telephones the radio stations giving them this type of information for broadcasting. Each Spanish-language radio station (KCTY-AM and KRAY-FM) airs this information twice daily and five days a week as a community service announcement at no charge to the Resource Center.

The second type of radio materials production undertaken by the Resource Center consists of radio scripts dealing with specific topics of general family farm interest. Some of the topics treated thus far include farm finance, the importance of record keeping, drip irrigation, common insects affecting strawberries, and so on. The Resource Center has produced about 220 Spanish-language scripts to date. Master tapes of the scripts produced by the two radio stations have all been aired free of charge as public service announcements. After broadcasting, master tapes are taken to KUBO audio library where they are stored for possible future use.

Earlier broadcasts were usually presented against a background of popular songs, with intermittent fading in and out of narration and simultaneous increase and decrease of song volume. Many of these scripts are matter-of-fact condensations of information and their broadcast resembles radio commercials. Samples of more recent scripts seem to be less compressed than those produced earlier and therefore are potentially easier for the listening public to assimilate. Announcements and coverage of special topics take approximately five minutes of broadcast time.

Since March 1981, the Resource Center has entered a new phase of radio material development. In collaboration with the radio station KUBO the Hartnell Center has hired two full-time individuals to develop materials for radio broadcasting. Hartnell Resource Center is paying half of the salaries of these individuals on a consultant basis and, in return, expects 120 tapes (60 in Spanish and 60 in English) to be produced for radio broadcasting by September 30, 1981. These tapes will form part of KUBO's one-hour-long agricultural program to be broadcast daily.

Development of professional quality tapes represents a collaborative effort between the Resource Center and KUBO personnel. Basic scripts are generated on appropriate topics by the Center radio programmer. Once generated, the scripts are given to the radio personnel who then further adapt them to musical settings, dialog form, narration, and so on. After the completion of the particular formats, the material is again sent to the Center radio programmer to check for content. It is only after this step that the tapes are actually produced and ready for broadcast.

As a means of assessing the effectiveness of the material developed, the Resource Center has recently begun piloting some of the tapes. Field testing of master tapes entails going to places where farmers congregate, such as classrooms, meeting places, farms, and the like, to have farmers listen to samples of the tapes. Questions regarding content, format, preference of broadcast time, and suggestions for new materials are asked of listeners. The feedback is then incorporated into the further refinement of tapes as well as the production of future materials. It is anticipated that this method of assessing the appropriateness of tapes will ensure a greater match between radio materials produced and the needs of the listening audience.

In spite of the impressive progress made in providing better quality radio programs to the listening audience, the Resource Center must still resolve some problems before radio can be used to its fullest as a means of reaching the family farmer with much-needed information. The first problem relates to the quality of individuals hired as radio specialists. Though it should be pointed out that the individuals hired are very enthusiastic and indeed quite capable of mastering their specialized tasks, none of them have had much prior experience with radio programming. The Resource Center radio programmer is an agronomist by training and regards radio materials development as an avocation. Given his training, however, what he may lack in experience of developing materials for a radio audience he makes up by generating quality scripts on various technical topics of importance to family farmers. Additionally, his complete mastery of both English and Spanish and his ability to adapt technical agronomist language to vernacular usage for the listening audience assures a higher likelihood that quality scripts will continue to be generated. Less impressive, however, is the level of KUBO staff working with the Resource Center radio program.

Two KUBO staff members have been entrusted with the responsibility of producing 120 tapes for the Resource Center's agricultural radio program through September 1981. Neither individual has had previous experience working either with radio or with family farmers. KUBO has provided some 40 hours of training in various aspects of radio programming and broadcasting and, given their general enthuasiasm and willingness to learn, the radio programmers may produce increasingly better quality materials.

In addition to staff expertise, a further problem has to do with the logistics of radio broadcasting. Because the broadcast of information to family farmers has been done as a free community service by the two local radio stations, early on the programs were often not aired at scheduled times. However, inconsistency in air time has been corrected. Finally, the Resource Center does not have any clear knowledge of the listening audience with which to assess the effectiveness of the radio program. Some of these issues will soon be addressed once KUBO has more experience on the air since more consistent air time slots of greater duration will be available for the Resource Center.

Television has not yet been used by the Center to any significant degree as a vehicle to disseminate information to the family farmer, despite the fact the Resource Center has produced four short scripts with slides that can be used as possible television spot announcements. Although the Resource Center has moved slowly in the area of television broadcasting, the staff's long-range objectives are to make it a viable channel of information delivery to family farmers.

3. Direct Training and Instructional Services

To better serve its target population, the Hartnell Resource Center distinguishes between the English-speaking independent small farmers and the Spanish-speaking farmers in associations, cooperatives, partnerships, or working as independents. On average, the English-speaking family farmer has completed more years of schooling, has practiced farming as a means of self-employment longer, and because of his English language facility is better able to make use of available community resources than the Spanish-speaking family farmer. As a result of the characteristics of the two groups, training and educational services are being provided differentially to meet the needs of each. The Center's main approach to the English-speaking clientele is to mail brochures and flyers, as such print media are often sufficient to attract them to take the short courses offered at the Hartnell campus. With the Spanish-speaking family farmers, more personal face-to-face contacts are used to draw participants to the short courses and demonstrations held in the field.

3.1 Training for the English-Speaking Farmers

The English-speaking family farmers are primarily Anglos and Japanese-Americans who come to the College to take short courses offered by the Resource Center. To date, the Center has provided three short courses for this clientele. Short courses offered to the English-speaking family farmer have been in a seminar format and usually met on Saturday mornings or Monday evenings for three to four hours per session. Instructors are recruited from the College faculty and from agricultural businesses in the Salinas community.

From October 1980 to February 1981, two short courses were offered to these farmers. The flyers mailed as course announcements advertised the short courses as a series of seminars and workshops in Ag Mechanics and Farm Finance, respectively.

The short course usually covers a broad topic with each class meeting emphasizing a different aspect of the subject. The Ag Mechanics short course met every other Saturday morning from 9 A.M. to 1 P.M. for a total of seven meetings. Topics covered included equipment needed in small farm operations, maintenance and repair of diesel equipment, hydraulic troubleshooting, and so on. Twenty participants attended a four-hour session on maintenance of crawler-tractors in the month of December. In January, 10 family farmers were present at the special welding session. By late January, only four participants were in attendance at the session on maintenance of machinery. Similar to the Ag Mechanics short course, the Farm Finance course also had a decreasing enrollment, though not to the same degree.

The Farm Finance short course was also a seminar series but met for six sessions on Monday evenings from 7 P.M. to 10 P.M. Some of the topics addressed were the financing of farm operations, preparation of loan packages, break-even analysis, and so on. For the session on allocation of costs in farming held in December, eight participants were in attendance. The break-even analysis session drew a total of six participants early in January, and the session on land acquisition attracted five participants late in January. Instructors for both short courses were recruited from the College and from agricultural businesses in the Salinas area.

In April and May 1981, three seminars were planned for the English-speaking family farmers. These seminars were designed as four-hour lab and workshops to meet on Saturday mornings. Topics to be covered emphasized livestock handling, equipment, finance in livestock management, and small flock sheep production. Due to many difficulties, however, only the Livestock Handling Equipment seminar was offered. This meeting consisted of a four-hour field trip where eight English-speaking family farmers were introduced to the subject. The Finance and Livestock Management seminar scheduled to take place in May was canceled. The primary reason for the cancelation of this meeting was due to the many other related activities occurring in the area during this month. Because of the number of livestock fairs, auctions, and the like, the Center staff felt that the topic had been given enough exposure and the target population had been somewhat saturated. The seminar on

Small Flock Sheep Production was postponed until September, so that it could be combined with an ongoing program in animal health technology held at the College. It is anticipated that livestock issues, especially those relating to sheep raising, will be dealt with in much greater detail in the Fall program.

Although the English-speaking family farmers regularly attended Resource Center short courses offered in Winter, by late March the Center staff was somewhat dissatisfied with the participation of this group in activities and services offered. The Resource Center staff believes that inappropriate pedagogical techniques are primarily responsible for decreasing attendance.

Two related explanations were given as reasons for the inadequacy of the teaching methods used with the English-speaking family farmers. First, while subject matter experts may be very competent in their area of expertise, they may be unable to communicate this knowledge in a stimulating, attention-retaining manner. This is precisely what occurred with the seminar series in Farm Finance. Although the instructor was considered knowledgeable in the field, the Center staff felt that the class presentations were generally conducted in a matter-of-fact, traditional way which tended to lose the interest of the learners. This conventional approach to learning did not engage the participants in the learning process and, consequently, after the second half of the course, attendance began to drop steadily. Similarly, with the course in Ag Mechanics, attendance also decreased toward the end of the course. The reason given in this instance was that the Ag Mechanics course was not concrete enough. It was generally felt among the Resource Center staff that a more in-depth, hands-on instructional program would have engaged the participants and retained their interest in the course.

One lesson to be drawn from the above experiences suggests a need for appropriate teacher training able to meet the special learning needs of the family farmer clientele. While it was assumed that the English-speaking family farmers could be instructed by experts in certain fields and through traditional methods, experience has demonstrated that other strategies are needed. The problem at this point is to determine which set of techniques best suits the target audience and then to provide the appropriate teacher training. Without this much-needed training, few positive outcomes can be expected from short courses offered by the Center to its English-speaking clientele.

3.2 Training for the Spanish-Speaking Farmer

To date, the Hartnell Family Farm Resource Center has offered approximately 28 different short courses to its Spanish-speaking clientele. These courses have covered a wide range of topics with special emphasis on certain aspects of farming such as fertilization, quality control in picking and shipping strawberries, control of insects and other pests, marketing strategies, and maintenance of farming equipment. Short courses provided to the Spanish-speaking small farmers have utilized both classroom-type teaching strategies as well as field demonstrations with the primary emphasis on the latter. Training provided to both cooperative and independent farmers has utilized a combination of the strategies with special emphasis on face-to-face field contacts, small group meetings, field demonstrations, and field trips.

Whether cooperative or independent, the Resource Center considers all Spanish-speaking family farmers in the area to have similar basic needs for skills improvement and information access. However, in meeting the needs of its client population, the Center views the Spanish-speaking independent farmers as one group and their coop counterparts as another. The distinction is necessary because attempts to provide short courses to several cooperatives simultaneously have often met with relatively low attendance, as members from one cooperative are reluctant to travel to another more centrally located cooperative for Resource Center instruction. Similarly, attempts to encourage cooperative farmers to participate in the same courses with independent family farmers has resulted in a relatively low turnout of coop farmers to these sessions. Hence, the Resource Center staff has had to cope with the problem of serving a dispersed clientele which is reluctant to meet in larger groups, and, because the content of courses like fertilization, marketing, quality control, and so on is essentially the same, the Center staff has been obliged to duplicate many of its efforts in providing training services to the target population.

Between February and December 1980, the Hartnell Resource Center offered a total of seven different short courses focusing on different aspects of the farming enterprise and explaining the importance of such matters as calibration of machinery, quality control in the picking and packing of strawberries, welding, and maintenance of farm equipment.

In February 1980, an evening field demonstration was offered in Calibration of Cultivators. The idea for this course came from agency heads who felt that from their observations farmers were not utilizing the proper cultivation techniques. Four to five coop farm members attended two sessions on different aspects of machinery calibration. During the first evening, farmers were taken to the shop and instructed in putting together the machinery, while on the second, a tractor was taken on the field for actual practice. The Center staff felt that family farmers found this type of course too basic. However, it is the opinion of the Resource Center staff that such training, though apparently elementary, is much needed given the inappropriate farming practices it has observed. Also in February, a one-session follow-up to the calibration course was held at one of the farms with six coop small farmers in attendance. The purpose of this meeting was to assess what the participant had retained and also to reinforce the course content.

In April, a two-session short course was offered in Quality Control in Strawberry Picking. Five participants attended the first session, but no one showed up for the field demonstration which made up the second part of the course. The Center staff attributes this lack of attendance to teaching approaches considered too elementary by the farmers.

A course in Land Leveling and Measurement was offered in early May 1980. Two people came to this session. Although the Center personnel felt the course was good due to the quality of the instructor, few people benefited from this service. Asked why attendance was so low, Center personnel indicated that withdrawal of the stipends which coop farmers were used to receiving in previous programs was primarily responsible.

Between June and November 1980, two short courses in welding and farm equipment fabrication were offered at the College for family farmers in general and the Spanish-speaking small farmer in particular. The first course, Beginning Welding, was offered for nine weeks in June/July, 1980, and the second, a follow-up course in Farm Welding and Equipment Fabrication, was offered for eight weeks in October/November 1980. Because of the logistics of using welding equipment, the courses were offered at the Hartnell East Campus. While some 39 participants attended the short course, only six were actually family farmers. The remainder were sons of family farmers, college students, and farmworkers. When asked about the great proportion of nonfamily farmers attending the Beginning Welding short course, Resource Center personnel explained that there was some confusion at this early stage with respect to who qualified as potential participants. Subsequently, it was decided by CWETA, the funding agency, that only family farmers themselves were eligible to participate in such courses under CWETA auspices.

In the follow-up short course in Welding and Farm Equipment Fabrication, 16 participants began but only six finished the eight-week program. This course focused on arc and acytelene welding and emphasized the fabrication of basic farming implements. Instruction for both courses was provided in English by a College faculty member with Spanish translation done by Resource Center staff.

A course about which the Resource Center staff was very enthusiastic was the Mecánico Ambulante or Traveling Mechanic. This course was offered in July 1980 and consisted of visits by the College mechanics instructor and the Resource Center agronomist to several farms in the area. For this purpose, a small truck was equipped with tools for repair of farm equipment in the field. Five ranches in the Salinas and Watsonville areas were visited and contacts were made with some 39 small farmers. The learning experience usually centered around some piece of farm equipment that needed repair. Through this hands-on instruction, small farmers engaged in the actual dismantling and reassembly of the particular piece of equipment being repaired. Arrangements for these class meetings obliged the farmer whose equipment needed repair to invite 6 to 10 other family farmers to participate in the activity. Once this quota was reached, the traveling mechanic made the field demonstration visit. The course was offered in English with Spanish translation provided by the Resource Center agronomist.

The Resource Center staff feels that this type of field instruction in mechanics can meet several important objectives. The first of these is to provide an orientation and exposure to basic equipment repair and maintenance. By having the family farmer engage in hands-on problem solving in fixing an actual piece of damaged equipment, it is believed that a more direct knowledge of the equipment, its functions, and routine maintenance will be gained.

Another objective of the field demonstration is to make the farmer aware of many repairs which can be performed without incurring the costs associated with taking the piece of machinery to the shop. Although it is not realistic to expect the family farmer to gain a thorough knowledge of repairs in only one short course, the Center staff feels that enough can be learned to enable the farmer to perform routine maintenance by himself and to make decisions about when it is necessary to call in an expert.

There were also spin-off benefits to these field demonstrations. Following the mechanic's visits, for example, two of the participants enrolled in mechanics courses in the regular College program for advanced training. Other participants have since expressed interest in taking follow-up courses in general repair and maintenance of farm equipment. These unintended consequences are viewed by the Resource Center staff as important elements in the overall upgrading of family farmer skills and in providing an opportunity for the target group to engage in training programs offered by other institutions in the community.

During the month of December 1980, the Resource Center offered a short course in Fertilization of Strawberries to cooperative family farmers. This was a 10-hour short course which consisted of a series of five presentations on different aspects of fertilization. The class met at two different cooperatives, three times at one and twice at another, for two hours per session. The course covered various aspects of fertilization needs of the strawberry, from planting to harvest. A total of 29 cooperative family farmers participated in the five sessions of the short course.

Between January and June 1981, the Resource Center provided a total of 21 of the 28 short courses to the Spanish-speaking family farmers. These were primarily field demonstration-type classes which emphasized different aspects of fertilization, insect control, machinery maintenance, and marketing strategies. Although titled short courses, many of these were primarily one-time class meetings or seminar-type presentations to different target groups. Other topics considered of greater importance by the Resource Center staff were given more detailed coverage in several class meetings, the exact number of which varied with the target population's knowledge of the subject matter. Hence, the term "short course" should be understood as a relatively flexible label employed by the Resource Center to apply to one class presentation on a subject such as marketing alternatives or a series of different presentations covering, for example, the identification, selection, and application of fertilizer.

In the month of January 1981, the Resource Center provided five different short courses to independent and cooperative Spanish-speaking farmers. The two-hour field demonstration in fertilization was given four times, twice with independent farmers and twice with coop farmers. The meetings reached 18 independent farmers and 10 cooperative farmers and covered both a general introduction to fertilizers and the advantages of slow-release fertilizer. A course on insects was also offered during this month to 15 cooperative family farmers. This was a two-hour short course which met twice at one cooperative and once at another. Attendance varied from three to eight participants per session. Oiling and Pruning was the third short course offered in January. It was also a two-hour course which was repeated at a second cooperative. A total of 12 farmers participated in this course with attendance ranging from five to seven participants per session. The fourth short course offered was entitled Implement Fabrication. This class met only once for four hours at a local fairground. The 14 participants in attendance were primarily independent farmers. The purpose of this presentation was principally to introduce family farmers to the different uses of farming implements and the simple ways in which farmers can produce their own implements. A two-and-a-half hour presentation in

Strawberry Production was the last short course offered in January, and 23 independent family farmers were in attendance at the meeting held in the local UC Extension office.

Three different short courses were offered in the month of February. Two courses, one on Use of a Strawberry Manual and another on Maintenance and Calibration of Sprayers, were provided to both coop members and independent family farmers, while the short course in Marketing Alternatives was only offered to independent Spanish-speaking farmers. The course in Use of the Strawberry Manual met for a total of eight two-hour sessions. Three of the meetings were held with 20 independent farmers, while five sessions were held at five different cooperatives with some 37 family farmer members in attendance. The course was essentially a field demonstration on the use of the technical manual to identify and control strawberry pests. The short course in Maintenance and Calibration of Sprayers met for two two-hour sessions. One meeting was held at a private ranch; nine independent farmers attended. The second session was held at a cooperative where five members were present. This was also a field demonstration-type short course in which family farmers were given a presentation and then were taken through the process of calibrating chemical sprayers to control pests in strawberry plants. The last short course offered in the month of February was Marketing Alternatives. A two-hour session held at a private ranch for some nine independent family farmers, this short course examined and discussed alternative methods available to family farmers in the marketing of produce in the area.

In March 1981, four different short courses were offered focusing on the use and application of fertilizer, the use of the insect manual, the importance of fertilizers A and B, and the importance of quality control in marketing. The Use and Application of Fertilizers was a two-hour short course which met three times at two private ranches with a total of 26 independent farmers in attendance, and once at a cooperative with five members in attendance. While the session with coop farm members was essentially an introduction to the use of fertilizer, the sessions with independent farmers consisted of an introductory meeting and two follow-up sessions which compared the costs associated with the various types of fertilizers available in the market. Also in March, a one-hour session in Use of the Insect Manual was held with six independent farmers. The purpose of this presentation was to instruct family farmers in the general use of the manual to control strawberry insects. About mid-March, a two-hour presentation on Fertilizers A and B was made to coop farmers. Twelve members of a local cooperative were introduced to different aspects of identification, application, and cost factors associated with the two types of fertilizers. Marketing and Quality Control was the title of the last short course offered in March. This single four-hour session consisted essentially of a field trip to local coolers where technicians and sales personnel discussed the importance of quality control of strawberries from the field to the market and its impact on the ultimate price the consumer is willing to pay for the berry. The Resource Center staff felt that this was a good experience for the farmers because they met and talked with different individuals, all of whom are responsible for getting the produce to the market. By having each of these specialists discuss an aspect of their specialty, it is felt that the farmers were exposed to direct information about the importance of quality control at each stage of distribution.

Because of the amount of work associated with spring planting, only three short courses were offered in April. The first was a one-and-one-half-hour session on Marketing. This meeting was held at a local elementary school with eight independent farmers in attendance. The presentation was a general introduction to different aspects of marketing and the role which the family farmer can play in assuring a higher market price for his produce. Slow Release Fertilizer was the title of the second course provided in April. This two-hour course was held with nine independent farmers at a local association to discuss the various advantages of this product. Toward the end of April, the last short course was offered for this month. The two-hour presentation on Insect Control was made to 11 independent farmers at the local Cooperative Extension office. Like earlier courses on insect control, this presentation was based primarily on the strawberry insect manual, which has now become a standard text for such presentations. Following each session on insect control, a copy of the manual is given to each participant in the class for future reference. Both English and Spanish copies of the manual are available and participants choose the copy in the language with which they are most comfortable.

A total of three short courses was offered to independent Spanish-speaking farmers in May. The first was a short course in Soil Management. This was a two-hour session which met with two different groups of eight independent farmers. Land preparation and soil analysis necessary in strawberry production were discussed at each meeting. The second short course was titled Strawberry Insects. This was also a two-hour session which met with 12 independent farmers at a local primary school. The insect manual produced by the Resource Center formed the basis of the discussion on the different insects common to strawberries. Last, a one-hour session in Strawberry Diseases was also held in May. Fourteen farmers were present at a local elementary school for a presentation on this topic. Material covered at this session focused on the identification of diseases and alternative methods of disease control in strawberry production.

The approximately 28 short courses offered to the Spanish-speaking family farmer in the past year attest to the great efforts made by the Hartnell Resource Center to serve its clientele. Considering that the overwhelming majority of these short courses was in the form of presentations made in the field to small groups of cooperative and independent farmers, the accomplishment of the Center's outreach personnel is indeed impressive. Field instruction was carried out primarily by the agronomist in charge of field contacts with some assistance from a second agronomist who is principally involved with radio materials production for the Center. Although early attempts were made to attract Spanish-speaking family farmers to take courses at the Hartnell campus, attendance at courses offered at the College were not satisfactory either to the EDD monitor or to the Resource Center staff.

The Center personnel believes that low attendance at short courses offered at the College were due to many factors. First, it was reported that the College is too formal an institution which lacks the facilities and personnel to reach the target population in its native Spanish language. It was specifically pointed out that when telephone calls are made to the Resource Center, the farmers are initially attended by an English-speaking operator before the call is transferred to the Family Farm Resource Center. Many times this initial contact with an impersonal operator who speaks another language is sufficient to discourage the Spanish-speaking farmers who call in. Second, it was pointed out that the Center's decision not to offer stipends also contributed to low initial attendance. As cooperative farmers in the area had been accustomed to receiving stipends under previous training programs, the Center staff believes that the low and irregular participation of this subgroup in short courses offered was due in great part to the withdrawal of stipends. With time and perseverance, however, the Resource Center began to slowly build its clientele from independent farmers and to a lesser degree from cooperative members.

In attempting to offer short courses to its Spanish-speaking clientele, the Resource Center has been plagued with problems from the funding agency (CWETA). Early on, the local EDD office in charge of monitoring CWETA-funded programs had criticized the Center for not meeting all of CWETA's requirements regarding participant qualification, minimum number of attendees, place of instruction, and so on. Although these problems were never totally resolved, the Resource Center attempted to work as much as possible within the constraints of CWETA guidelines. However, because the Resource Center had to work around the agricultural schedule of the family farmers, it was not possible to schedule short courses in 40-hour blocks of six to eight hours per day as CWETA guidelines had stipulated. Similarly, to offer short courses in the College classrooms as expected by CWETA was not a satisfactory arrangement for the participants. The Center staff pointed out that farmers lived in neighboring towns, often at considerable distances from the College, which made the campus an unattractive location. Additionally, it was explained by the staff that the Spanish-speaking farmers were too intimidated by the College campus and as a result attended short courses there very irregularly. By trial and error, it was discovered that farmers were much more likely to attend short courses offered either at cooperatives or centrally located independently owned ranches. But although the Center staff found that higher attendance could be assured by taking the short courses to the field, the EDD office kept constant pressure on the Resource Center to designate one or two permanent locations where all short courses were to be held. An agreement was finally reached in late Spring 1981 that future short courses would be offered in four permanent locations in the Salinas/Watsonville area. Whether Spanish-speaking family farmers will continue to participate in short courses offered at the new locations at the same or higher attendance levels is yet to be seen.

4. Computer Software

An important undertaking in the area of materials development was the acquisition of a minicomputer. Working with other agencies in the area, the computer packages can be used to generate budgets, loan packages, and cash flows for the production of several labor-intensive crops raised by the family farmer. It is expected that the financial projections generated through the programs will enable family farmers to make comparisons between actual expenses/production and projected expenses/production. The computer programs are viewed as an important mangement tool for both independent family farmers and cooperative farmers served by the Resource Center.

As the computer was acquired in mid-December 1980, only the computer program concerned with strawberry production was developed by the Resource Center. This program, developed separately in English and Spanish, poses questions regarding needed data and the operator inputs the information which then produces cash flows or loan packages for the production of strawberries. Although the program has been difficult to "debug," it is sufficiently versatile to process cash flow information for individual family farmers as well as to provide aggregate outputs for an entire cooperative. Future plans are to develop computer programs for generating cash flows for the production of cherry tomatoes, squash, snow peas, and other crops raised by local family farmers in the area. The long-range objective is to develop these programs in English and Spanish as an instructional device and to give the small farmer a thorough understanding of the functions and advantages of computer usage in farm decision making.

The computer is presently housed at the Confederación Agrícola de California where it will be accessible to the cooperative for instructional purposes under the guidance of the College faculty. It is not clear whether housing the computer at the Confederación will present problems for some independent family farmers in the area who may wish to use the services. To date, computer facilities are almost exclusively used to generate cooperative farm data and no problems with the use of the computer by others have arisen out of this arrangement.

C. Other Resource Center Activities

A project which has taken a great deal of the Resource Center's time and effort is the strawberry experimental plot. The experimental plot consists of one acre of College land made available to the Resource Center to be used for instructional purposes. Although the Resource Center has not paid any money for the use of the land, the agreement was that the Resource Center would contribute labor and materials and, upon harvest, the proceeds would be shared between the Resource Center and the College.

Initially designed in Fall 1980 as a project to demonstrate to family farmers the production of strawberries from soil preparation to harvest, the strawberry experimental plot has not been able to meet its intended objectives. Because of weather conditions and the questionable utility of the soil for strawberry production, the time involved in different aspects of production was much longer than originally anticipated. As a result, plans to provide field demonstrations to family farmers in the different phases of strawberry production did not materialize. Although the Resource Center attempted to use the plot for instructional purposes, many opportunities were lost as a result of problems with drainage and other aspects related to crop production. Due to these difficulties, by Spring 1981 the Resource Center staff had abandoned plans to use the plot as an instructional aid.

D. Agronomist Field Contacts

The Hartnell Family Farm Resource Center has a staff of four members: a director, a radio materials developer, an outreach person and a secretary. Although two agronomists were hired as part of the overall Center staff, only one works full time as the outreach person making field contacts and providing short courses in the field to the client population. The other agronomist works principally as a radio materials development specialist, although recently he has also been making some field contacts and teaching in some of the short courses in the field.

The Resource Center staff claims that it maintains regular contact with approximately 200 to 250 family farmers in the area. Although many of these contacts are in the form of training and field demonstrations, a considerable number have been made to personally announce Center activities and to provide technical assistance. Technical assistance visits may be either routine visits to specific geographical areas or occur in response to family farm requests when specific problems arise. The most common requests for technical assistance have been made when the farmer realizes that his plants do not look as well as expected or when insects and other pests menace crops. Although earlier records of visits were not systematically kept, beginning in December 1980 the Resource Center began documenting all contacts made through several means including agronomist logs.

Table 1 presents the number of farmer contacts made by the Center through both short courses and field demonstrations and technical assistance from December 1980 to May 1981. The figures indicate that January and February were the most active months for farmer participation in courses, while contacts in April and May were primarily for technical assistance. A number of the technical assistance contacts reflect follow-up visits to farmers who had previously participated in short courses.

TABLE 1

Hartnell Family Farm Resource Center
Filed Contacts Made Through
Short Courses in the Field and Technical Assistance, December 1980 - May 1981

	Participants in Short Courses and Field Demonstrations	Recipients of Technical Assistance
December	57	25
January	117	43
February	125	30
March	53	27
April	36	76
May	42	78

It is not clear what impact the agronomists are having on actual farmer practices. Among cooperatives the important farming decisions are made centrally rather than by individual members and it is therefore difficult to see the agronomist effects on the members themselves. For individual farmers, the agronomist oftens finds himself in competition with commercial salesmen working on commission. The agronomist attempts to provide information on alternative products and approaches while the salesmen often attempt to sell a particular product. The farmer often follows the instructions of the salesmen as he has little choice but to reinforce contacts that are already made for credit and the purchase of fertilizers, seeds, and the like.

E. College Support

Some of the College support services made available to the Resource Center to date have been facilities and equipment for the two welding short courses held earlier in the Fall, the acre of land used as the strawberry experimental plot, and audiovisual equipment. Some of the services required to meet the needs of the target population, however, have not been available at the College. For example, the College is greatly limited in its ability to provide bilingual services; that is, in terms of both personnel and materials production, the College is also limited in resources needed to serve a nontraditional, Spanish-speaking population. Another limitation yet to be resolved is the logistics of time schedules under which the Resource Center and the College operate. Due to the academic schedule of the College, facilities and equipment are generally reserved on a semester basis. Likewise, the printing and production of materials in the College also functions in accordance with the College's academic schedule. Consequently, most of the materials produced by the Resource Center have been contracted to firms outside the College. The Resource Center staff feels that as a result of the agricultural schedule around which the Center must work to best serve its clientele, the College demands too great a lead time to produce most materials needed. Efforts are being made on both sides to resolve such issues.

There are other limitations which raise questions about the degree of support the Resource Center has received [illegible] the College.

The first of these pertains to the size and location of the room in which the Resource Center is housed. Located in the Technology Building, the Resource Center occupies a small room approximately 12 x 15 feet. Although the Resource Center agronomist spends much of his time in the field, space for the three-member staff and office equipment is severely restricted. Also, visitors from off-campus, including agency representatives and farmers, cannot easily be accommodated in this space.

Another limitation is associated with the sharing of the Resource Center secretary with the Administration of the College. Having the secretary located in another building deprives the Resource Center of a person able to handle the ongoing clerical work, which therefore must be done by one of the Resource Center staff. Although it is arguable whether sufficient space exists in the Resource Center to accommodate a secretary, placing the secretary elsewhere has serious consequences for a Center already understaffed, given the scope of activities it has charted for itself.

Finally, there are no signs that the College has made attempts to actively engage its regular faculty in the program. In this regard, the College does not appear to be taking advantage of the existence of the Center as a catalyst to involve the agricultural faculty in addressing the family farm clientele as a special population.

F. Conclusions

To date, it appears that the Hartnell Family Farm Resource Center has been able to accomplish a number of its original goals. During its first year of existence, the Resource Center has engaged in activities relating to materials production and development, the provision of instructional services, some coordination of resources, and delivery of timely information. Although the efforts spent in these activities have not always met with expected success, adaptations made in the overall development and delivery of services during the course of the year attest to the responsiveness of the Center staff to the needs of its family farm clientele.

The Resource Center staff has accomplished a great deal in the area of services delivery and materials production. Foremost among the accomplishments of the Resource Center staff are the number of contacts made with family farmers. Both through the 31 short courses offered and the agronomist field visits, the Center staff averaged a monthly contact with approximately 60 family farmers in the Salinas/Watsonville area. Similarly, a great deal of effort has gone into materials production. Although most of the materials produced have not yet been piloted to assess their level of utility, the Center staff has been very active in the area of materials development. Noteworthy among the materials produced is the manual, "The Control of Strawberry Pests" developed in collaboration with other agencies in the area concerned with family farmer issues. Likewise, the Resource Center staff has placed a strong emphasis in the production and development of radio materials. In collaboration with KUBO, the Center is currently engaged in the production of 120 master tapes (60 in English and 60 in

Spanish) for radio broadcast. An additional area of materials development is the acquisition of the minicomputer for generating cash flow and budget planning. Some programs have been written for specific crops such as strawberries and there are plans to develop others for cherry tomatoes and similar crops raised by family farmers in the area. The acquisition and service provided by the minicomputer represent a collaborative effort between the Resource Center, the Confederación, and the College. In spite of these accomplishments, however, day-to-day as well as long-range tasks have not been totally without their share of problems.

Problems obstructing the full attainment of some of the Resource Center goals as with Kings River, stem from both external and internal constraints. Externally, the Center was obliged to deal with funding agencies, local agencies serving the family farmer, and the College. Internal constraints have to do more with resources available and the difficulties in administering the program.

The first external difficulty relates to funding agencies. Funding for the first year of the Resource Center operation was made available from State CETA as well as from CWETA grants. While CETA policies presented little difficulty with the disbursement of funds, CWETA's strict policies and guidelines were a major and constant source of problems for the Hartnell Resource Center. Because CWETA funds were intended for some staff salaries, materials production, provision of short courses, and acquisition of materials and equipment, these activities were closely monitored by the CWETA representative.

Second, the Hartnell Center was unable to meet CWETA's short course contractual obligations. CWETA required that short courses be conducted in 40-hour blocks of eight hours per day, serve only heads of household, meet at authorized locations, follow schedules set at the time of proposal submission, and so on. Although the Resource Center director sought on many occasions to inform the EDD office in writing of the particular circumstances surrounding services delivery to self-employed family farmers, these efforts were often of no avail as CWETA was unwilling to make any exceptions to the program as stipulated in the original proposal. Because farmers were often busy with various aspects of land preparation and crop production, course schedules often had to be modified and adapted to farmer needs, time constraints, and the like. These modifications were typically unacceptable to the EDD office.

Third, as an agency serving the agricultural community, the Resource Center was intended to be fully institutionalized within the College structure. Although the College did provide an experimental plot for strawberry production to the Center, little faculty contact has occurred with the program, facilities assigned have not been adequate, and scheduling requirements have made materials production and course planning difficult. For example, the College's lack of bilingual Spanish/English-speaking personnel and facilities to produce material in Spanish caused the Resource Center staff to contract out most of the materials produced to businesses outside the College. Similarly, the Center staff has felt that as a result of the agricultural schedule around which the Center has had to work to best serve the client population, the College required too great a lead time to produce most instructional material needed. Another example of some difficulty in the area of College support was the size and location of the room in which the Resource Center was housed. Located in the Technology Building, the Resource Center was assigned a small room approximately 12 x 15 feet. Although the Resource Center agronomist spends much of his time in the field, space for the three-member staff and office equipment is severely restricted. Visitors from off-campus, including agency representatives and farmers, cannot easily be accommodated in the space allocated for the Resource Center. Related to space has been the apparent necessity to place the CETA-funded secretary with the Administration of the College. Having the secretary located in another building has deprived the Resource Center of a person on site able to handle the ongoing clerical work. Although it is arguable whether sufficient space exists in the Resource Center to accommodate a secretary, placing the secretary elsewhere has consequences for a Center already understaffed, given the scope of activities it has charted for itself. Similarly, there is little evidence that the College has made attempts to actively engage its regular faculty in the program. The College does not appear to be taking advantage of the presence of the Center as a catalyst to involve the agricultural faculty in addressing the family farm clientele as a special population.

The last external factor relates to the coordination function of local agencies pertinent to family farmers. Although the Resource Center at Hartnell has developed a series of dyadic relationships with several agencies in the community, it must begin to establish a more permanent committee structure to assist in the fulfillment of the Center's contractual obligations for coordination. Such a committee would need to facilitate the work of other agencies in the area, coordinate local resources available, work with public and private concerns to avoid contradictory information and duplication of services provided to farmers. As with Kings River, Hartnell is inevitably in competition with other agencies, like the Cooperative Extension Service, in providing services to potential client farmers, and may not be inclined to foster collaborative community activities in the service of family farmers.

There were also several internal constraints which affected the Resource Center's ability to fully achieve its goals. The first of these is related to the characteristics of the client population served. Given the three types of small farmers addressed -- the English-speaking independent farmer and the Spanish-speaking independent and cooperative farmer -- the Center staff realized that it had to replicate its activities because of the linguistic and other characteristics of these groups. To meet the linguistic needs, for example, the Resource Center has produced materials in both English and Spanish. In attempting to deal with the appropriate mix of independent and cooperative farmers and in attempting to bring them to one place for instruction, however, little progress has been made. As a result, the Resource Center staff has been obliged to duplicate much of its efforts, as it must repeat similar instructional content to the different types of clientele. Because of the limited staff available and the need to provide instruction to Spanish-speaking family farmers, the Center should continue to devise ways to bring together larger groups of learners to minimize the time and energy required to serve similar populations.

A second internal constraint concerns the time needed in the production of informational materials. While a lot of time has been spent in materials production, and a large amount of materials has been produced, the Resource Center has little evidence as to the impact these materials have had on the target population. Now that the Center is engaging in evaluating its own efforts in these areas, the staff will be in a better position to assess the effectiveness of materials produced and services delivered.

A third internal constraint concerns radio programming. In spite of the progress made in the area of radio programs, the Hartnell Center must still resolve some problems before radio can be used more effectively. The first problem relates to the quality of individuals hired as radio specialists. Though it should be pointed out that the individuals hired are very enthusiastic and indeed quite capable of mastering their specialized tasks, none of them have much prior experience with radio programming. The Resource Center radio programmer is an agronomist by training and regards radio materials development as an avocation. The level of expertise of the two jointly hired staff members entrusted with the responsibility of producing 120 tapes for the Resource Center is less impressive. Neither individual has had previous experience working either with radio or with family farmers. Although KUBO has provided some 40 hours of training in various aspects of radio programming and broadcasting, few scripts have yet been produced. Furthermore, the Resource Center does not have any clear knowledge of the listening audience with whom to assess the effectiveness of the radio program. It is expected that these and similar issues will soon be addressed once KUBO has more experience on the air.

VI. SUMMARY AND CONCLUSIONS

The overall purpose of the evaluation of the Family Farm Program is the identification of the strengths, weaknesses, and effects of the program as it develops, which will permit improvement in program performance and provide information useful in determining the focus of ongoing activities. To this end, the evaluation has gathered information describing the program, its implementation, and the institutional and community situations within which the program functions. The emphasis has been on identifying the forces which have shaped the program and the reasons for the program's ability or inability to function as envisioned.

The scope of this first-year report covers activities and events of the different organizations which make up the overall Family Farm Program. The program is an umbrella structure comprised of four distinct but interrelated organizations: the Family Farm Council (FFC); the Central Information Service (CIS) located at the University of California, Davis; Hartnell College Family Farm Resource Center; and Kings River College Family Farm Resource Center.

A. Family Farm Council

The Council is the organization most directly associated with establishing general policies and guidelines as well as conceptualizing the overall Family Farm Program structure. It is an unincorporated state-level coordinating council made up of representatives from approximately 15 public and private agencies that fund or operate training and technical assistance programs for small-scale farmers in the State of California. The purpose of the Council is to support and promote the economic viability of family farms, to facilitate and coordinate access to information and other resources, and to advocate for family farms. The Council was formed at a meeting held in Asilomar in April 1979. Since that time it has held meetings every one to two months.

Overall, the Council has been an effective decision-making body. Its leadership, old and new, has sought consensus on most issues, and, except for some recent healthy dissent, rapport and mutual respect continue to characterize its membership. Hence, most business has been conducted amicably and, for the most part, productively. This is especially the case with matters internal to the Council, which to date have occupied its primary attention.

The Council has been a somewhat less effective policy-making body. The Council's attention to policy-making issues has increased with time, but such issues have seldom been of primary concern. Much of the action taken at meetings on many of the policy issues related to family farmers might be characterized as prudent. It has not been uncommon for the Council to instruct its chairperson or executive secretary to draft a letter to a targeted agency, for example, rather than to engage in more active lobbying or cooperative class action with other agencies or groups.

Throughout 1980, the effective conduct of Council business, whether internal or policy oriented, appeared to be the result not only of the leadership and general membership of the Council but of the considerable organizational and administrative skill of the CETA representative. It was this individual, more than any other, who ensured continuity through taking and circulating minutes, arranging meetings, and preparing an agenda that reflected not only the membership but anticipated areas in need of attention. Although the CETA representative in late 1980 assumed less responsibility in these capacities, much of the first-year success, including planning the Asilomar meeting and running interference with CETA and CWETA, inevitably rested with that individual's commitment and ability. When CETA leadership changed, the individual assigned to the Family Farm Project was reassigned. The reason for the reassignment was never made clear, but it apparently was due to the amount of time the person spent on the program. As this move coincided with the hiring of an executive secretary for the Council, many of the administrative duties passed to him and now probably occupy about 50 to 70 percent of his time.

Although the fact that the Council exists, is funded, and has conducted business and made decisions for more than a year and a half attests to its viability, there are issues which continue to pose difficulties. Recently, the Council took action on several of these issues. For example, it broadened the definition of its clientele from an emphasis on the Spanish speaking to all family farmers who have limited opportunities because of resources or background. The Council also addressed the issue of its own membership by limiting the number of individuals on the Council to 20, with a maximum of three each from the State university system, community colleges, community private organizations, and the University of California. The remainder will come from other organizations, with a maximum of three from any single agency. This will enable representation from family farmers, representation that has been discussed often among Council members. A final example of Council action concerns the purpose and goals of the Council, which have also been revised after lengthy discussion.

There are other issues, however, that still need attention. Some say that if information delivery is to be a central mission, it is not clear why college courses appear to be the dominant means of delivery adopted so far. They suggest that family farmers are inhibited by colleges as institutions and that colleges are too prone to offer courses that are pedagogically or substantively remote from the family farmer's interests and needs. Relative to the colleges, there is confusion as to the role of the Council in establishing policy for the Resource Centers. Perhaps, say some, the Council should not make Resource Center policy and therefore should not be expected to shape the activities of any of the program units, but simply provide an opportunity for individuals with similar interests to occasionally meet and share information. Others, however, given experiences with the two centers and the constraints under which they operate, suggest that the Council should take a more dynamic and forceful role in shaping Resource Center policy. An apparently agreed upon but yet to be implemented point of view is that the Resource Centers should be mobile rather than stationary, thereby coordinating existing resources in the area rather than protecting the vested interests of any given institution.

Another issue concerns the Council's role in attending to agricultural policy that affects family farmers. Some Council members remain frustrated that the Council has not been able to deal more effectively and consistently with such issues. One explanation for the lack of focused attention on policy matters by most Council members relates to the motives underlying membership in the Council. For many if not most Council members, the Council does not represent a catalyst for policy analysis or change. Instead, it represents an opportunity to share knowledge of activities, foster friendships, and maintain the status quo. This explanation for the Council's lack of attention to policy issues makes sense when seen in relation to the Council's internal affairs which constitute its major preoccupation. Such housekeeping activities are important because many Council members are dependent directly or indirectly on CETA funding for either their employment or for the programs that they participate in. Likewise, membership in the Council provides legitimacy to their employment and activity. Thus, it is not surprising that the Council has not been a major source of policy ideas as it struggles to keep itself and its various components alive and functioning. A period of tranquility, security, and continuity will be needed if the Council is to be able to attend systematically to policy issues. Even then it will be able to do so only if it can structure the Council's total activities into clear priority areas and utilize both ad hoc committees and a tightly monitored agenda as part of its operations.

Another issue concerns the role of the executive secretary, who reports to the Council but is salaried by UC Cooperative Extension. Because of the skills of the secretary and the wide acceptance and respect of the Council members that he enjoys, he has been able to deal with the potential conflicts that such a structure presents.

Nevertheless, it would be worthwhile to clarify the Council's decision-making structure so that problems of authority, responsibility, and accountability can be avoided. Questions have also been raised as to how the executive secretary spends his time. Some Council members believe that he should not be so involved in assisting and monitoring the Resource Center components and be more attentive to policy issues. Although few would argue with such a position, there is a clear need for someone to carry out administrative matters, especially in light of the reassignment of the CETA representative. At the same time, it is possible that the executive secretary has been overly attentive to such Council administrative matters and needs to reassess his own priorities.

Overall, what can be said about the Council's achievement to date relative to its stated purpose and goals? As to supporting and promoting the economic viability of family farms or advocating for family farms, there is little evidence of much accomplishment. Some of the reasons have already been mentioned, especially the status quo motives of many Council members. An additional reason rests with CETA and its leadership. At a time when continuity and stability were needed in the Family Farm Program, from December 1980 to March 1981, CETA appeared to do little to support the Council or its components. CETA's urban and rural priorities were not clear, and CETA personnel changes resulted in the neglect of the complex Family Farm Program, a program that was in need of nurturance, leadership, and support. As CETA pulled back and became less predictable, the Council had to assume more housekeeping duties and be concerned about its own existence.

As a result, the Council's attention often turned away from its family farm priorities to assessing its future survival.

The Council has done much better with its third purpose, that of facilitating and coordinating access to information and other resources. Through CIS and the two Resource Centers, the transmission of information during Council meetings, the relations created with new Resource Centers such as that at the College of the Desert, the publication of a resource guide, and so on, the Council appears to be making considerable progress in the coordination of access to information and resources available to family farmers.

The problems discussed in this report must be resolved through strong leadership if the Family Farm Council is to remain a viable organization. Leadership must not only attend to the interests of its members and their respective organizations but must define and assess the short- and long-range goals around which members can both rally and benefit.

However, it should be recognized that there are no shortcuts to creating a viable Council and there are few successful models from which to learn. Because we cannot point to formulas for the successful integration of separate agencies into a coordinated effort, the kinds of difficulties experienced by the Council are not unusual. What is needed more than anything at this point is the confidence and support of CETA to ensure that the Council has an opportunity to assess its viability and chart its progress.

B. Central Information Service

The Central Information Service (CIS) is part of the Small Farm Center located at the campus of the University of California, Davis. (The Small Farm Center is the overall structure at the University which houses CIS and the office of the executive secretary for the Family Farm Council.) Originally conceived as the central location for information about family farming, CIS is primarily responsible for the acquisition, storage, and dissemination of information and instructional materials to the Resource Centers, Council member agencies, and interested individuals. These tasks are to be accomplished by the CIS director and support staff of the Small Farm Center.

Because of numerous delays beyond the control of the program, CIS has been functioning for only six months, or since February 1981. During this period several materials were produced. A county-by-county Family Farm Resource Guide, initiated under the auspices of the UCCE Small Farm Center was published, and by June was disseminated. An automobile bumper sticker with the message "Small Farms Make Sense" and a flyer announcing the Small Farm Center were also produced. In July, the first Small Farm Newsletter was published and disseminated. Finally, the Center attempted to respond to requests for materials and development from the field, principally from the two Resource Centers and several UCCE farm advisers. Of all the materials produced by CIS, only the Resource Guide represents a substantive contribution. As indicated above, it had been produced for the most part under the sponsorship of the UCCE Program in Community Resource Development prior to the initiation of CIS.

The other activities of CIS were geared to more long-range outcomes. One of these concerned the development of the clearinghouse function, including the resource library. To this end, the director of CIS spent a considerable portion of his time introducing himself to appropriate individuals and identifying information networks, other agencies, and computerized data-based systems for sources of information relevant to family farms. The planning of information storage and retrieval systems was also undertaken. Likewise, CIS began the planning of a needs assessment of the family farm clientele in California.

Several problems have characterized the Central Information Service during the six months it has been functioning. Foremost among them is the ambiguity regarding the mission of CIS and the meaning of such terms as data bank, clearinghouse, resource library, and so on. To date, there remains confusion as to what structures, substance, and process can be expected when these resources are functioning and available. Likewise, there remains confusion as to the extent and nature of CIS involvement in instructional materials development and how CIS will complement the work of Resource Centers. To date, CIS has not responded adequately to materials development requests, due partly to the attention it has given to other priorities and partly to a lack of budgetary resources for materials development.

Overall, Council members have held too many expectations which CIS has been unable to meet in a six-month period. The result has been frustration for many of those involved. The director was left alone to develop CIS and pursue his priorities within the overall Family Farm Program design. After five months, several Council members felt that

CIS should have had more concrete evidence of its accomplishments. Strained relationships have been the result of many of these unmet expectations. Differences of opinion between the director and others at UCCE, as well as the methods of operation and priorities, have led to the holding of weekly staff meetings in an attempt to discuss and clarify the CIS mission, expected outcomes, priorities, and so on. Likewise, there has been a reallocation of personnel and a restructuring of CIS which is expected to lead to a smoother operation and a more productive unit in the future. One of the changes involves the supervision of CIS by the Council's executive secretary which may prove beneficial for CIS but may also take attention away from the work of the Council. Needless to say, CIS has only begun to move toward its goals and will need additional time to test its approach and methodology.

C. Kings River Family Farm Resource Center

The Family Farm Resource Center at Kings River College in Reedley was initiated with the aims of coordinating and enhancing the delivery of timely information, agricultural services, and training to small family farmers in the area. In meeting the goals of service delivery and coordination, the Resource Center has used a combination of strategies and methods. Some of these service delivery strategies have relied on direct face-to-face contact with family farmers, while others have utilized more indirect channels of communication to reach the target population. Direct service delivery has concentrated on short courses offered at the campus and in the field, farm technical assistance through the agronomist component, and routine field visits by the Center staff. Indirectly, services have been delivered via radio, TV, and written sources.

As part of its direct services delivery, the Resource Center offered a total of seven short courses to its family farm clientele. Initially, the Center began by providing short courses in accordance with CWETA guidelines which stipulated that classroom instruction should take place at the College campus, with a minimum of 12 family farmers attending the 40-hour block of training in sessions of eight hours each. Because of the irregular nature of the agriculture schedule, however, attendance did not always reach anticipated levels. Enrollments per course ranged between 10 to 28 participants with an average attendance of 10 family farmers per session.

In addition to short course contacts, the Center staff claims that approximately 120 Spanish-speaking farmers were contacted on a regular basis by the agronomist component. Each of the three full-time agronomists made two routine visits a month to 40 farmers in his geographical area. In addition to the regular visits, agronomists also made visits in response to requests received at the Resource Center. Requests for agronomist services were primarily of an emergency nature; farmers encountered pest and insect problems, plants did not look as expected, or other similar difficulties arose.

Indirect farmer contact was maintained principally through radio and TV. The radio program was broadcast free of charge by two Spanish language radio stations in Fresno (KGST-AM and KXEX-FM) as a community public service. Timely information, specific topics, and general Resource Center announcements were aired weekdays at 6:30 A.M. The total air time for this broadcast took approximately five minutes. The live interview program was broadcast for one-half hour every 15 days at 1:00 P.M. Television broadcasting was used only a couple of times and usually took the form of taped and live interviews and slide presentations. Interviews were either with Resource Center staff members or with specialists invited from other agencies in the area serving family farmers. The question and answer session typically revolved around specific topics of general interest to the family farmer in the area. The television programs were aired twice a month for half an hour each session. Their purpose was to introduce the Resource Center facilities to the television viewing audience and to announce future short courses and other Center activities.

Although the Kings River Family Farm Resource Center was able to attain many of its goals, efforts spent in the achievement of set objectives were not always as fruitful as anticipated. Problems obstructing the attainment of Resource Center goals include difficulties with CWETA funding, low attendance in short courses, poor relations between the Center and the College, lack of staff competency, and poor deployment of staff. Other areas of concern include the lack of data collected on the effects of services delivered and the coordination of community agencies for the delivery of family farm services.

From the beginning the Resource Center was faced with CWETA funding delays. Negotiation of contracts between CWETA and the College was expected to take place in the Spring of 1980. This crucial step in securing funding did not actually take place until September 1, 1980, several months behind schedule. As an example of this initial delay, the Resource Center was late in hiring the radio programmer and the multimedia specialist and, consequently, materials development and production in these areas also suffered setbacks. While the radio programmer was officially hired as soon as the contract was signed, the media specialist did not begin work until mid-December 1980. The local EDD office in charge of monitoring the Resource Center's activities for CWETA was incessantly critical of the short course program's inability to meet contractual obligations. CWETA's complex guidelines required that short courses be conducted in 40-hour blocks of eight hours per day, serve only family farmer heads of household, meet at authorized locations, follow schedules set at the time of proposal submission, and so on. While industrial and urban programs funded by the agency have apparently little difficulty meeting this employment upgrading model specifically designed for them, rural, self-employed family farmers are only able to participate in flexible programs which are designed around the agricultural schedule. In part because of CWETA's requirement that courses be held for six to eight hours per day, attendance at short courses offered after January 1981 began to decrease steadily. There were other reasons for the decreasing enrollment as well. First, starting in January, farmers were busily involved with land preparation and other activities necessary for spring planting. Some of the courses scheduled for longer periods of time often had to be modified and adapted to farmers' time constraints, a decision not favorably looked upon by the EDD office.

Second, the Resource Center, because of climatic and other conditions, was not able to provide classroom and on-the-job training according to optimistic proposal estimates. Even in cases where the minimum number of clientele in attendance was surpassed, CWETA selection criteria often disqualified participants on the grounds that they were not household heads, there was more than one family member in attendance, and so on.

Third, withdrawal of stipends was another reason given for low course enrollment. Farmers relied upon this financial support to cover some portion of transportation and other costs. The fact that farmers continued to attend short courses until late March, albeit in smaller numbers, however, suggests that participants were not simply attending class with the intention of receiving stipends.

Fourth, saturation of services delivered and a multiplicity of agencies serving the target population represent another source of external factors affecting class attendance. Recently, as a result of special personnel hired by the UC Extension service, a certain amount of duplication of services has been acknowledged. Not only are UC Extension Spanish-speaking farm advisers providing technical assistance to Spanish-speaking family farmers in the area but, increasingly, advisers have been organizing short courses for the client population. Hence, family farmers may well be saturated with similar services from two different agencies which may be vying for the same target population.

A fifth element in explaining the lack of attendance in the short courses relates to lack of knowledge of family farmers' needs. The Resource Center staff was generally recognized for its agricultural knowledge and credentials, the considerable rapport it had with farmers, and the familiarity it had with the biophysical environment of the area. In addition, the staff was bilingual and familiar with the cultural values of the family farmers with whom it worked. When asked why the farmers, who often promised the agronomists that they would enroll in the short courses, didn't do so, the Center staff responded that in the final analysis it didn't know the farmers' needs or wants to the extent necessary.

Apart from course attendance, relations between the Center and the College is another problem that affected the Resource Center in the delivery of services. The general College attitude toward the Resource Center may best be characterized as passive acceptance rather than active support. As an agency serving the agricultural community, for example, the Resource Center was expected to be fully institutionalized as a part of the College's Land Division. This institutionalization was conceived as a symbiotic process whereby both the Resource Center and the College structure were to be brought into greater coordination in the delivery of services to the family farmer in the area. After one year of existence next to the Land Department, however, very little communication occurred between the Department and the Resource Center. In effect, the College failed to view the Center as a catalyst to making changes in the direction and commitment of the Land Division and the College as a whole.

Scheduling, of classroom and AV equipment,for example, appeared to be the source of one of the greatest problems between the College and the Resource Center. Because the College operates on a semester schedule, coordination and allocation of resources are planned approximately six months in advance. Due to the small scale of operation in the Resource Center, CWETA guidelines, and the flexible nature of the agricultural season, however, the Center tended to work best on short-term scheduling. The College personnel insists that the Resource Center director was well aware of College services available and the schedule regulating their use.

A third area of conflict between the Center and the College was the definition of the clientele to be served by the Center. From the very beginning of the program, the Resource Center director anticipated reluctance on the part of the College in accepting a Resource Center principally serving Spanish-speaking family farmers. Although the Resource Center apparently never turned away any family farmer seeking service and assistance, initially its basic orientation and language of communication targeted the Spanish-speaking rather than the English-speaking family farmer.

The Center director justified his narrow focus in two ways. First, the policy guidelines from both CWETA and the Council specified the Spanish-speaking family farmer as the target group in greatest need of assistance. Second, the Center director felt that Spanish-speaking family farmers represent the largest ethnic group of small-scale farmers in the area and those in greatest need of assistance. This programmatic emphasis was interpreted by the College as a case of clear bias toward only one ethnic group. Hence, these factors contributed to an early attitude of reluctance on the part of the College to actively support the activities and function of the Resource Center. The CWETA-supported College administrator apparently did little to dispel this reluctance.

An additional problem was staff competency and deployment or the level of expertise, experience, and use of individuals hired in the Center to fill the positions of media and radio programmer. From interviews conducted with key individuals as well as the analysis of materials, it appears that the multimedia specialist was both inexperienced and lacked expertise in the area for which he was hired. The radio programmer, on the other hand, had previous experience in the dissemination of information through radio broadcasts. As a result of the many tasks expected of him, however, radio programming activities were primarily limited to the delivery of timely information such as weather and crop reports, market prices, and upcoming Resource Center activities and services.

In spite of these drawbacks, the limited Resource Center staff has worked very hard to deliver services to its target population. Radio programs and short courses have been two activities into which much effort has gone. Although there has been little evaluation of the impact of these services, the Center personnel feel that on the basis of informal conversations held with participants, the services are well received by small farmers. If the Center continues to function, it is advisable that the staff place more emphasis on formally documenting the appropriateness of its materials and scripts and their effect on the farm practices of the target population for whom services are provided. Some documentation may be easily obtained, for example, by asking participants a few brief questions about materials received or the course in which they participated or by having agronomists make a log of telephone inquiries or asking farmers during farm visits whether there are other areas in which services could be offered.

Finally, the Resource Center at Kings River has not dealt adequately with its function as a coordinator of other family farm resources in the area. The Center should seriously assess the prospects for initiating a broadly based steering committee to assist in the fulfillment of the Center's contractual obligations for coordination. Such a committee should open the Center and the College to facilitating the work of other agencies in the area that are or could be concerned with family farm issues. Likewise, such a committee could assist in avoiding the duplication of services or the conflict with services offered by others.

This coordination function has always been a major goal in the overall conceptualization of the Family Farm Program. Whether Kings River or any community college has a sufficient vested interest in integrating its own mission with that of other community agencies, however, is problematic. This is especially apparent when, as in this instance, such integration concerns the delivery of information through courses which are the basis for a College's existence financially. Because of this interest, the College is inevitably in competition with other agencies, like UCCE, for the enrollment of a potential client population, and may not be inclined to foster collaborative community activities in the service of family farmers.

D. Hartnell Family Farm Resource Center

The Family Farm Resource Center at Hartnell College in Salinas was established to coordinate and enhance the training, transmission of information, and other services to family farmers in the Central Coast area. In meeting these objectives, the Resource Center has used different strategies and methods to address its clientele. These approaches include direct personal contact between the Center staff and the family farmers as well as more indirect channels of communication such as radio and printed media. Direct personal contacts have occurred principally through the short courses offered, technical assistance in the field, and farm visits by the Center staff.

In its first year of existence, the Center provided a total of 31 short courses to its family farmer clientele. Of the total number of short courses offered, three were specifically tailored to the English-speaking family farmer, while 28 other courses were offered to Spanish-speaking farmers. Courses offered to the English-speaking family farmer have followed a seminar format and have focused on different aspects of a topic, while those provided to the Spanish-speaking family farmer have tended to be field demonstrations and hands-on-instruction, and have emphasized basic subjects like identification and application of fertilizers, quality control in picking and shipping of crops, and alternative marketing strategies. Enrollment in these courses ranged from 10 to 20 participants per class with an average attendance of approximately 12 farmers per session.

Agronomist field visits are the second method of maintaining direct contact with the family farmer. In addition to field demonstrations and short course contacts, the two Resource Center agronomists claim an average of 45 monthly contacts with farmers in the field. Most of these field visits were made in response to farmer requests received at the Center in regard to emergencies farmers encountered in the field. If, for example, a farmer noticed that plants did not look as well as expected or pests menaced crops, he might contact the Center agronomists and request technical assistance.

Indirectly, farmer contacts were maintained primarily through radio and printed materials. Dissemination of information through radio emphasized the delivery of timely information on crop prices, weather, pest problems, announcements of Center activities, as well as in-depth coverage of special topics on machinery selection and maintenance, record keeping, quality control of produce, and the like. Two Spanish-language radio stations in the area (KCTY-AM and KRAY-FM) broadcast Center information twice daily and five days a week free of charge as a community service. Now that KUBO has gone on the air, the Resource Center looks forward to a fruitful joint venture in the development and broadcast of agricultural information. KUBO has scheduled one hour of agricultural broadcast daily to cover a broad range of topics relevant to the family farmer.

Printed materials in the form of flyers, leaflets, and manuals have also been used as a means of reaching the farmer with information. While flyers and leaflets have been used to announce upcoming Center activities, the insect manual for the control of strawberry pests was designed as reference material to assist farmers in diagnosing problems encountered in the field as well as to suggest procedures in the control of pests and diseases affecting strawberries. The first edition of the manual, published in January 1981, consisted of 1,500 copies in English and 1,500 in Spanish. To date, approximately 350 Spanish copies and 250 English copies have been distributed, primarily through personal contact.

In spite of these accomplishments, however, the Hartnell Family Farm Resource Center was faced with several problems which hindered the smooth functioning and prevented the attainment of some of the Center's goals.

Problems obstructing the full attainment of some of the Resource Center goals as with Kings River, stem from both external and internal constraints. Externally, the Center was obliged to deal with funding agencies, local agencies serving the family farmer, and the College. Internal constraints have to do more with resources available and the difficulties in administering the program.

The first external difficulty relates to funding agencies. Funding for the first year of the Resource Center operation was made available from State CETA as well as from CWETA grants. While CETA policies presented little difficulty with the disbursement of funds, CWETA's strict policies and guidelines were a major and constant source of problems for the Hartnell Resource Center. Because CWETA funds were intended for some staff salaries, materials production, provision of short courses, and acquisition of materials and equipment, these activities were closely monitored by the CWETA representative.

Second, the Hartnell Center was unable to meet CWETA's short course contractual obligations. CWETA required that short courses be conducted in 40-hour blocks of eight hours per day, serve only heads of household, meet at authorized locations, follow schedules set at the time of proposal submission, and so on. Although the Resource Center director sought on many occasions to inform the EDD office in writing of the particular circumstances surrounding services delivery to self-employed family farmers, these efforts were often of no avail as CWETA was unwilling to make any exceptions to the program as stipulated in the original proposal. Because farmers were often busy with various aspects of land preparation and crop production, course schedules often had to be modified and adapted to farmer needs, time constraints, and the like. These modifications were typically unacceptable to the EDD office.

Third, as an agency serving the agricultural community, the Resource Center was intended to be fully institutionalized within the College structure. Although the College did provide an experimental plot for strawberry production to the Center, little faculty contact has occurred with the program, facilities assigned have not been adequate, and scheduling requirements have made materials production and course planning difficult. For example, the College's lack of bilingual Spanish/English-speaking personnel and facilities to produce material in Spanish caused the Resource Center staff to contract out most of the materials produced to businesses outside the College. Similarly, the Center staff has felt that as a result of the agricultural schedule around which the Center has had to work to best serve the client population, the College required too great a lead time to produce most instructional material needed. Another example of some difficulty in the area of College support was the size and location of the room in which the Resource Center was housed. Located in the Technology Building, the Resource Center was assigned a small room approximately 12 x 15 feet. Although the Resource Center agronomist spends much of his time in the field, space for the three-member staff and office equipment is severely restricted. Visitors from off-campus, including agency representatives and farmers, cannot easily be accommodated in the space allocated for the Resource Center. Related to space has been the apparent necessity to place the CETA-funded secretary with the Administration of the College.

Having the secretary located in another building has deprived the Resource Center of a person on site able to handle the ongoing clerical work. Although it is arguable whether sufficient space exists in the Resource Center to accommodate a secretary, placing the secretary elsewhere has consequences for a Center already understaffed, given the scope of activities it has charted for itself. Similarly, there is little evidence that the College has made attempts to actively engage its regular faculty in the program. The College does not appear to be taking advantage of the presence of the Center as a catalyst to involve the agricultural faculty in addressing the family farm clientele as a special population.

The last external factor relates to the coordination function of local agencies pertinent to family farmers. Although the Resource Center at Hartnell has developed a series of dyadic relationships with several agencies in the community, it must begin to establish a more permanent committee structure to assist in the fulfillment of the Center's contractual obligations for coordination. Such a committee would need to facilitate the work of other agencies in the area, coordinate local resources available, work with public and private concerns to avoid contradictory information and duplication of services provided to farmers. As with Kings River, Hartnell is inevitably in competition with other agencies, like the Cooperative Extension Service, in providing services to potential client farmers, and may not be inclined to foster collaborative community activities in the service of family farmers.

There were also several internal constraints which affected the Resource Center's ability to fully achieve its goals. The first of these is related to the characteristics of the client population served. Given the three types of small farmers addressed -- the English-speaking independent farmer and the Spanish-speaking independent and cooperative farmer -- the Center staff realized that it had to replicate its activities because of the linguistic and other characteristics of these groups. To meet the linguistic needs, for example, the Resource Center has produced materials in both English and Spanish. In attempting to deal with the appropriate mix of independent and cooperative farmers and in attempting to bring them to one place for instruction, however, little progress has been made. As a result, the Resource Center staff has been obliged to duplicate much of its efforts, as it must repeat similar instructional content to the different types of clientele. Because of the limited staff available and the need to provide instruction to Spanish-speaking family farmers, the Center should continue to devise ways to bring together larger groups of learners to minimize the time and energy required to serve similar populations.

A second internal constraint concerns the time needed in the production of informational materials. While a lot of time has been spent in materials production, and a large amount of materials has been produced, the Resource Center has little evidence as to the impact these materials have had on the target population. Now that the Center is engaging in evaluating its own efforts in these areas, the staff will be in a better position to assess the effectiveness of materials produced and services delivered.

A third internal constraint concerns radio programming. In spite of the progress made in the area of radio programs, the Hartnell Center must still resolve some problems before radio can be used more effectively. The first problem relates to the quality of individuals hired as radio specialists. Though it should be pointed out that the individuals hired are very enthusiastic and indeed quite capable of mastering their specialized tasks, none of them have much prior experience with radio programming. The Resource Center radio programmer is an agronomist by training and regards radio materials development as an avocation. The level of expertise of the two jointly hired staff members entrusted with the responsibility of producing 120 tapes for the Resource Center is less impressive. Neither individual has had previous experience working either with radio or with family farmers. Although KUBO has provided some 40 hours of training in various aspects of radio programming and broadcasting, few scripts have yet been produced. Furthermore, the Resource Center does not have any clear knowledge of the listening audience with whom to assess the effectiveness of the radio program. It is expected that these and similar issues will soon be addressed once KUBO has more experience on the air.

E. A Final Observation

The Family Farm Program has charted a difficult, experimental course in programmatic areas where few successful precedents exist. Other coordinating institutions like the Family Farm Council, for example, often falter in their attempts at integrated development because their members become competitive, enthusiasm is lost in the face of administrative and funding constraints, leadership wanes because of key member turnover, and so on. Its fragility as an institution is often apparent as it seeks to keep its mission clear and its structure, membership, and process viable. These and other similar characteristics apply to the Family Farm Council.

The information-generating and service delivery components of the Family Farm Program at UC Davis, Kings River, and Hartnell have also encountered difficulties in achieving their objectives. These difficulties are numerous, raising questions that range from whether Colleges are the most appropriate sites for coordinating and delivering family farm services to whether the direct and indirect means of delivery through courses and various media are those that are most needed or viable given the status of the family farmer.

Although it is necessary to continue to question the efficacy of the Family Farm Program, from its overall mission to its strategies and methods, it is also necessary to recognize that it is an experiment. As such, it is making a contribution to the knowledge of both family farming and to the process of planned social change. In both instances, the state of the art is in its infancy, not only in California but worldwide. Because we cannot point to formulae for success in most programs that involve human service delivery, we must be satisfied with making small but consistent progress. The Family Farm Program is making such incremental advances in the face of complex realities and must have more time to assess its viability.